# 1.0 Introduction

The Indiana Family and Social Services Administration (FSSA), Division of Mental Health and Addiction (DMHA) requests responses from vendors who are able to answer calls, chats, and texts made to 988, the national three-digit dialing code for the Suicide & Crisis Lifeline, on behalf of, and as directed by, the State of Indiana. As a critical part of Indiana’s Crisis Response System, the 988 Suicide and Crisis Lifeline is a direct connection to specialists who are trained in suicide and crisis prevention. Respondents to this Request for Proposal (RFP) must be committed to assessing, de-escalating, and triaging~~,~~ contacts made to 988 by Hoosiers experiencing crises – whether that be thoughts of suicide, mental health or substance use crises, or any other kind of emotional distress.

The anticipated go-live for the Contract and duties contemplated by this RFP is July 1st, 2026. Please read this document and the associated attachments carefully. This Scope of Work (SoW) should be referenced by a Respondent in its preparation of its response to this RFP, especially Technical Proposal - Attachment F.

# 1.1 Definitions and Acronyms

The following are explanations of terms and abbreviations appearing throughout this solicitation. Other special terms may be used in the solicitation, but they are more localized and defined where they appear, rather than in the following list.

1. **988** – The three-digit national dialing code for the Suicide & Crisis Lifeline, established by Public Law 116-172, designed to connect individuals in crisis with trained Crisis Specialists and localized crisis response systems
2. **988 Contact Center** – A provider organization designated and contracted by the State of Indiana to respond to 988 calls, texts, or chats originating from within Indiana’s geographic boundaries
3. **Backup Center** – A 988 Contact Center that is contracted and managed by SAMHSA’s national administrator of the 988 Suicide & Crisis Lifeline to receive overflow or unanswered contacts when the 988 Contact Centers managed by the State are unavailable
4. **Blind Transfer** - Transferring a caller to another extension or queue, without waiting for the target agent to pick up first.
5. **CCBHC** - Certified Community Behavioral Health Clinic
6. **CMHC** – Community Mental Health Center
7. **Contractor** – The Awardee(s) of this RFP and all subcontractors to that Contractor, collectively
8. **Crisis Specialist** – The mental health professional responding to calls, chats, and texts to the 988-prefix by providing immediate support, de-escalation, and crisis triaging to Hoosiers experiencing a mental health or substance use crises
9. **CRM** – Customer Relationship Management (CRM) Software, purchased by the State and used by 988 Contact Centers to document and coordinate care to Hoosiers in Crisis. The current CRM is a product of Bamboo Health
10. **CRSS** – Crisis Receiving and Stabilization Services
11. **DMHA** – The Indiana Division of Mental Health and Addiction, which is a division within Indiana’s Family and Social Services Administration
12. **FCC** – Federal Communications Commission; the U.S. agency that issued the July 2022 deadline for telecom providers to implement 988 call routing under the National Suicide Hotline Designation Act
13. **First Responder** – Someone designated or trained to respond to an emergency. Please see IC § 10-10.5-2-1 for the complete list of designated first responders
14. **Federal 988 Lifeline Administrator** – the organization(s), currently Vibrant Emotional Health, designated by U.S. Department of Health and Human Services to oversee and coordinate the 988 Suicide & Crisis Lifeline at the national level
15. **IAC** – Indiana Administrative Code
16. **IC** – Indiana Code
17. **Lived Experience** – Having experienced recovery from a mental health condition, substance use or problem gambling and/or assisting a family member with a mental health condition, substance use or problem gambling
18. **MCT** – Mobile Crisis Team
19. **MH**– Mental Health
20. **No Wrong Door** – A policy defined by SAMHSA as effective systems that must ensure a person needing treatment will be identified, assessed, and receive treatment, either directly or through appropriate referral, no matter where services are sought. This means that people presenting for treatment for a mental disorder should be routinely screened for substance use disorder, and all people presenting for treatment for substance use disorders should be screened for mental disorders
21. **Peer** – A Certified Peer Support Professional with lived experience who has been certified by the State of Indiana to assist others in initiating and maintaining long-term recovery and enhancing the quality of life for individuals
22. **PSAP** – Public Safety Answering Point which is an organization that manages 911 calls and dispatch
23. **SAMHSA** – Substance Abuse and Mental Health Services Administration, the Federal Agency overseeing the 988 Suicide & Crisis Lifeline
24. **State** – The State of Indiana and its Agencies
25. **State Agency** – As defined in IC 4-13-1, “State Agency” means an authority, board, branch, commission, committee, department, division, or other instrumentality of the executive, including the administrative department of State government
26. **SED** – Serious emotional disturbance
27. **SUD** – Substance Use Disorder

# 2.0 Overview and Vision of 988

## **2.1 National Overview of 988**

The 988 Suicide & Crisis Lifeline is the national mental health, substance use, and suicide crisis line for the United States. It serves as a universal line and entry point, striving to be a more responsive and specialized behavioral health crisis system.

Before 988, individuals in crisis were expected to identify and call a variety of ten-digit hotlines and phone numbers without a centralized system. These contact centers were often not available locally, lacked sufficient staffing, and were difficult to access. The most widely recognized number was the National Suicide Prevention Lifeline (1-800-273-TALK), which provided many essential services but lacked the simplicity of access, cross-agency coordination, and nationwide visibility to meet the growing mental health needs of Americans. As a result, many people experiencing a behavioral health crisis would then turn to 911, frequently resulting in emergency room visits or law enforcement involvement that were neither equipped to provide the appropriate clinical assistance, nor necessary altogether.

In response to a growing need, Congress passed the National Suicide Hotline Designation Act (Public Law 115-172) in October 2020. This act federally reserved 9-8-8 as the new three-digit dial code for behavioral health crises nationwide. The Federal Communications Commission (FCC) followed shortly with a final ruling that required telecommunications providers to implement 988 routing by July 16, 2022. This Federal mandate signified a structural change toward a more clinically appropriate response system for those experiencing crises of behavioral health or substance use disorder. This system aimed at being just as easy and straightforward as dialing 911 but offered services with specialized levels of mental health support.

The Substance Abuse and Mental Health Services Administration (SAMHSA) designated Vibrant Emotional Health (Vibrant) as the current national operator for the 988 Suicide & Crisis Lifeline. In this capacity, Vibrant primarily oversees quality assurance, national call routing, training standards, and centralized data collection. As the only entity authorized by SAMHSA to nationally administer the 988 Suicide & Crisis Lifeline, Vibrant plays a unique role in the national crisis response system. All contacts made to 988, whether by phone, text, or chat, are routed through the Vibrant infrastructure, which then guides them to State systems or Backup centers.

Please note that at any time SAMHSA may decide to designate a vendor other than Vibrant as the Federal 988 Lifeline Administrator. It is the State’s understanding that Vibrant’s current contract with SAMHSA expires on September 30th, 2026. If the Federal 988 Lifeline Administrator does change, it is expected that the technical functions and national infrastructure provided by Vibrant will be continued by the new vendor.

## **2.2 Overview of 988 in Indiana**

Soon after the Federal mandate was enacted into public law, DMHA began establishing its 988 Contact Center network which went live in July 2022. Indiana established five (5) 988 Contact Centers to provide coverage across all of Indiana. Today, four of these centers handle voice calls, while one specializes in text and chat communications. The voice call centers are operated by the following organizations: Crisis Center, Inc., A Better Way Services, Mental Health America of the Wabash Valley Region, and Mental Health America of Indiana. The dedicated text and chat center offers an alternative digital access point and is operated by Text to Chat.

All five of these centers are connected by the State’s telephony system, currently provided by Genesys, and the State’s Customer Relationship Management (CRM) system, currently provided by Bamboo Health and called OpenBeds. All five centers also maintain a contractual relationship with the Federal 988 Lifeline Administrator, currently Vibrant.

Today, when a Hoosier calls 988, that call is sent to the national telephony system before being automatically forwarded to the State’s telephony system based on the caller’s area code. By October 2026, all phone carriers must transition to utilizing georouting to direct 988 calls to the closest local contact centers based on the geographic area associated with the origin of a 988 call rather than by area code and exchange, while protecting the privacy needs of the caller. Many carriers have already begun utilizing georouting. This will route wireless calls to local contact centers based on the geographic area associated with the origin of a 988 call rather than by area code and exchange, while protecting the privacy needs of the caller. This differs from geolocation, utilized by 911, which directly pinpoints a callers' location for dispatch. This is not in use by the 988 Lifeline. In the future, calls to 988 may be routed to a state based on the geolocation of the caller, similar to calls made to 911.

Indiana-based 988 calls are routed by Vibrant to Indiana 988’s telephony platform. Once arriving in Indiana 988’s telephony platform, the call enters a specialized routing flow. This routing flow was designed with the primary goal of ensuring the call is answered as quickly as possible, with a secondary goal of ensuring each of the four call centers receive approximately the same number of calls. If none of the four centers are able to answer the call within the allotted two minutes, Vibrant pulls the call back. At that point, the call leaves the Indiana 988 telephony platform and Vibrant sends it to a national backup center. Indiana 988’s calls are documented in the OpenBeds system.

Conversely, Indiana-based 988 chats and texts are not currently routed to Indiana 988’s telephony platform. These interactions are handled within Vibrant’s telephony platform. Vibrant routes the interaction to the appropriate 988 contact center according the visitor’s catchment area. Vibrant identifies the catchment area based on the visitor’s the IP address for chats and geo-routing for texts. If the 988 Contact Center is unable to answer the text or chat in the allotted timeframe, Vibrant sends it to a backup center to be answered. The chat and text interactions are documented in the Vibrant Salesforce system, with Indiana’s chat and text team cross documenting in OpenBeds as well.

The State is still in determining these processes and reserves the right to modify them at any time during the term of this contract.

When a Crisis Specialist at a 988 Contact Center in Indiana answers a call, they are able to use information voluntarily provided by the caller to search in the State-provided customer relationship management software to see the caller’s history. Since all five 988 Contact Centers use the same CRM, the caller’s history may include notes entered by Crisis Specialists at other 988 Contact Centers. Beyond the shared telephony system and CRM, all 988 Contact Centers in Indiana have access to shared Microsoft Teams Channel owned and managed by the State. Through this Teams Channel, the 988 Contact Centers receive urgent updates about the State-provided technology and can find all State policies and guidance related to 988 Contact Center operations.

Since the 988 National Suicide and Crisis Lifeline went live, Indiana is proud to consistently be one of the top performing states across a variety of national metrics. Please see Table 1 below for a breakdown of key volume and performance metrics. Please note that the listed volume and metrics are expected to change throughout the contract period, especially when changes are made at the Federal level.

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| --- | --- | --- |
| **Table 1: 988 Average Contact Volume**  **for SFY2025 (July 2024 – June 2025)** | | |
| **Metric** | **Definition** | **Monthly Average** |
| Calls Offered | The amount of calls presented to Indiana 988 | 8,773 Calls Per Month on Average |
| Calls Answered | The amount of calls answered by an Indiana 988 CS | 8,216 Calls Per Month on Average |
| Calls Abandoned | The amount of calls that have been routed to Indiana 988, but the visitor disconnects prior to connecting with an Indiana 988 CS | 435 Calls Per Month on Average |
| Calls Routed to National Back Centers | The number of calls that wait in Indiana's queue for two minutes without abandoning nor being answered. These calls automatically flow to a National Back Up Center to be answered | 108 Calls Per Month on Average |
| Speed to Answer | The amount of time a visitor waits before the interaction is answered by an Indiana 988 CS | 16 Seconds on Average |
| Talk Time | The amount of time the visitor and CS interact | 19 Minutes on Average |
| Texts Offered | The amount of texts routed to Indiana 988 | 1,290 Texts Per Month on Average |
| Chats Offered | The amount of chats routed to Indiana 988 | 2,410 Chats Per Month on Average |

If the Respondent is interested in a more detailed report of key metrics across all states or for specific months, please see the [988 Lifeline State-based Monthly Reports](https://988lifeline.org/professionals/our-network/state-based-monthly-reports/) at <https://988lifeline.org/professionals/our-network/state-based-monthly-reports/> where Vibrant publishes a monthly report of key metrics. Additionally, the State is working to develop a public dashboard to publish Indiana-specific key metrics that it anticipates sharing in the near future.

These results derive from a resilient in-state infrastructure and dedicated workforce that has proven capable of providing sustained, clinically supportive, and high-quality engagement to our Hoosiers in crisis.

## **2.3 Indiana’s Comprehensive Crisis Response System**

Indiana has implemented the 988 National Suicide & Crisis Lifeline as one pillar of a 988 Crisis Response System guided by SAMHSA’s three-pillar model. This model is structured around (1) Someone to Contact: the 988 Suicide and Crisis Lifeline, (2) Someone to Respond: Mobile Crisis Teams, and (3) A Safe Place for Help: Crisis Receiving and Stabilization Services. In Indiana’s 988 Crisis Response System, the 988 Contact Centers act as an entry point for Hoosiers in crisis to either be de-escalated or triaged to another pillar to ensure that individuals in crisis receive appropriate care tailored to their unique needs and level of acuity.

When a Hoosier contacts 988, the system is designed to meet their needs at their specific level of acuity. For crises that are unable to be de-escalated over the phone, the Crisis Specialist at a 988 Contact Center can offer individuals a warm handoff to a Mobile Crisis Team (the second pillar of the system).

Mobile Crisis Teams, which are composed of behavioral health professionals and certified peer support professionals, are dispatched directly to individuals in crisis in the community whether at school, home, work, or anywhere in the community. When a Crisis Specialist dispatches a Mobile Crisis Team, the warm handoff shall be in accordance with the policies and requirements found in the 988 Indiana Contact Center Manual, once published (please see the Bidders Library). As of April 2025, designated MCTs were active in 86 of Indiana’s 92 counties. The full list of designated MCTs and the counties they serve may be found at <https://988indiana.org/community-resources/>.

In times when an individual cannot be stabilized in the community by an MCT, they may be referred to a CRSS facility (the third pillar of the system), which functions as a 24/7 stabilization center for those in need of behavioral health support. These centers aim to provide sub-acute stabilization, while helping the individual in crisis to establish connections to more long-term treatment as needed. CRSS facilities accept referrals from many sources including but not limited to: 988 Contact Centers, MCTs, law enforcement, first responders, and walk-ins. All referrals shall be made in accordance with the policies and requirements outlined in the 988 Indiana Contact Center Manual, once published (please refer to the Bidders' Library). As of June 2025, the State has 22 CRSS providers who are operational and open to the public. The full list of CRSS Facilities and the counties they serve may be found at <https://988indiana.org/community-resources/>.

The State has developed a set of policies and guidelines to allow Crisis Specialists to make the most informed dispatch and referral decisions as possible. It is a long-term goal of the State to move towards coordination across all three pillars through detailed reporting and tracking on digital platforms, which would enable real-time monitoring of MCT availability, CRSS capacity, and client interaction history. Until then, please see the Bidders Library for referral guidelines in the 988 Contact Center Manual.

Furthermore, Indiana has prioritized the integration of 988 with protocols to improve interoperability with 911. DMHA, with support from the Indiana Integrated Public Safety Commission and the State 911 Board, has collaborated with Public Safety Answering Points (PSAPs) across the state to share protocols for warm handoffs, location-based routing, and training for 911 dispatchers. Using comprehensive diversion policy guidance, direct transfer lines, in-person site visits, and continued interoperability meetings, the long-term goal is for 988 Contact Centers and 911 PSAPs to work in tandem to appropriately triage Hoosiers between Indiana’s 988 Crisis Response System and its Law Enforcement/Emergency Services System. These two distinct but interconnected systems will continue to collaborate to ensure that Hoosiers receive the care they need rather than unnecessary intervention from law enforcement that is unsuited for Hoosiers’ direct needs and acuity.

All activities, staffing, training, onboarding, and operations related to 988 Indiana Contact Centers, MCTs, and CRSS crisis interoperability must align with the standards outlined in the 988 Indiana Contact Center Manual, once published (see Bidders Library).

All of these different components create a structured and entrenched 988 Indiana Crisis Response System, reflecting the State's commitment to not just erecting a crisis and suicide lifeline, but building a trauma-informed and comprehensive behavioral health response system that uniquely responds to each Hoosier in need. At the core of this system is Indiana’s 988 Contact Centers, not just as the first voice someone hears, but as navigators of a complex and ever-evolving landscape of Indiana’s crisis care continuum. Thanks to the significant investments made by the executive and legislative branches of Indiana, the State’s Contact Centers continue to rank in the top 10 for answer rates in the country year after year. DMHA is seeking providers who will maintain this same level of excellence.

## **2.4 The Future of 988 Crisis Response System in Indiana**

The State looks to continue to build on the success of the 988 Crisis Response System and expand the support and resources available to Hoosiers in crisis. At a high level, the State will continue to work to expand access to MCTs and CRSS facilities in Indiana while enhancing integration and interoperability with other systems in Indiana, including but not limited to the Law Enforcement/Emergency Services System, and the CCBHC/CMHC System.

For the Someone to Talk to pillar of the 988 Crisis Response System, the State expects the structure and scale of operations to continue similar as described above and as detailed in the 988 Contact Center Manual, once published in the Bidders Library.

Moving forward, this RFP is looking for a maximum of five 988 Contact Centers, with the option for fewer if deemed appropriate. The expectation is that all centers are able to receive calls, chats, and texts made to 988.

# 3.0 Mandatory and Desired Respondent Qualifications

## **3.1 Mandatory Qualifications**

To be eligible for consideration by the State, a Respondent must meet the following Mandatory Requirements:

1. The Respondent must conduct its 988 Contact Center operations within Indiana. The State has no preference on whether the Respondent conducts its operations remotely or from an office so long as all 988 Contact Center operations are conducted within Indiana.
   1. Administrative operations for the 988 Contact Center may occur outside of Indiana.
2. The Respondent must be certified through one of the following nationally recognized hotline accreditations:
   * 1. American Association of Suicidology (AAS)
     2. International Council for Helplines (formerly CONTACT USA)
     3. Alliance of Information and Referral Systems (AIRS)
     4. The Joint Commission
     5. Commission on Accreditation of Rehabilitation Facilities (CARF)
     6. Council on Accreditation (COA)
     7. Utilization Review Accreditation Commission (URAC)
     8. State/county licensure, as approved by the Administrator

## **3.2 Desired Qualifications**

While not required to respond to this, the following are desired characteristics for respondents:

* 1. The Respondent has experience operating a crisis line or other large-scale contact center operation.
  2. The Respondent is currently certified by the Federal 988 Lifeline Administrator to operate as a 988 Contact Center.

# 4.0 General Contractor Duties

If awarded this RFP, the Contractor must fulfill the general requirements outlined below. Via the contract, the Contractor would be designated as a 988 Contact Center for the State, and thus, Contractor may join a network of other 988 Contact Centers that respond to calls, chats, and texts in accordance with shared procedures that govern how 988 services are provided in Indiana.

1. **Minimum Operating Standards**
   1. As a 988 Contact Center, the Contractor shall receive calls, chats, **and** texts made to the 988-prefix from individuals experiencing a crisis. A crisis, as contemplated in this Scope of Work, is defined by the individual utilizing the 988 prefix and may include, but is not limited to, suicidal, mental health and/or substance use crises. Please note – this is a requirement for a Contractor to field all three modalities of contact (call, chat and text) and not a subset of them.
   2. The Contractor shall operate twenty-four hours a day, three-hundred-and-sixty-five days a year (24/7/365) with sufficient staff to meet the Key Performance Indicators (KPIs) detailed in Section 15 below.
   3. Contractor shall meet or exceed the minimum requirements detailed in the 988 Contact Center Manual once published.
2. **Accreditation with Federal 988 Lifeline Administrator**
   1. To receive calls, chats, and texts made to the 988-prefix, the Contractor must be accredited by the Federal 988 Lifeline Administrator and maintain its accreditation during all periods of time in which it is accepting calls, texts, and chats from 988.
   2. The Contractor must engage in a contractual agreement with the Federal 988 Lifeline Administrator by signing and meeting all requirements in the Network Agreement. Please see an example of the current Network Agreement in the Bidder’s Library.
   3. The Contractor must be apprised of and comply with all national standards, either from SAMHSA or the Lifeline Administrator for the 988 Suicide and Crisis Lifeline.
3. **Technology & Infrastructure**
   1. The Contractor will maintain the minimum necessary hardware to support the use of the State-provided software in its operations, including but not limited to, computers, headsets, high-speed internet, etc.
   2. As a 988 Contact Center, Contractor shall use the shared telephony platform furnished by the State to field all inbound calls, chats and text messages received by Contractor and conduct outbound calls for follow-up and safety support.
   3. As a 988 Contact Center, Contractor shall use the CRM furnished by the State to complete intake questionnaires, log follow-ups, and connect individuals with necessary crisis services, including but not limited to MCTs and CRSS. The Contractor shall use the Teams Channel furnished by the State as directed.
4. **Compliance with State & Federal Guidelines**
   1. The Contactor must comply with all applicable State and Federal administrative codes, rules, regulations, laws, policies, procedures, and guidelines.
   2. Contractor shall conduct its duties under this Contract pursuant to the standardized procedures and policies in the 988 Contact Center Manual, once published.
      1. For any topic not covered in the 988 Contact Center Manual, once published, Contractor is encouraged to follow guidelines set by the national administrator, or consult with the State if guidance is unavailable.
   3. As a 988 Contact Center, Contractor shall maintain staffing levels, and perform operations in accordance with the requirements of this Contract as contemplated in both the sections below and the procedures, policies, documents, and manuals identified by this Contract.
      1. The Contractor shall adhere to all of the requirements of the 988 Contact Center Manual, once published, including conducting its duties pursuant to the standardized procedures and policies in the 988 Contact Center Manual, once published.
   4. The Respondent must comply with all Indiana Office of Technology (IOT) security policies (available at http://www.in.gov/iot/2394.htm) as well as all FSSA specific policies. These security policies are subject to modification during Contract negotiations pending changes to pending Federal law and FSSA policy.

# 5.0 Staffing and Training

The Contractor shall ensure that there is sufficient staff to fulfill all of the contact center functions details in this RFP at the performance levels detailed in Section 15 below. Additional guidelines and requirements are listed in the 988 Contact Center Manual, once published in the Bidders Library.

1. **Hiring Practices:**
   1. The Contractor shall staff its operations with trained personnel to field 988 Crisis Line services (calls, texts, and chats) 24/7/365 under all call volumes, including increases driven by the State’s marketing efforts and outside national and local events.
   2. The Contractor shall hire staff at sufficient levels to provide services at the performance levels detailed in Section 15 below and in accordance with the policies required in the 988 Contact Center Manual, once published.
   3. The Contractor shall attempt to hire staff whose lived experience reflects the experiences of those contacting 988.
2. **Staff Roles:**

The functions below are usually, but not necessarily, handled by different staff members. The Contractor has the discretion to determine the titles used, but all roles must be adequately addressed. Please see the 988 Contact Center Manual in the Bidder’s Library for other non-required roles.

* 1. Crisis Specialists
     1. Crisis Specialists respond to calls, chats, and texts in Indiana, providing empathetic listening, de-escalating crises, offering emotional support, sharing resources, initiating emergency interventions when necessary, and connecting individuals to appropriate services within the 988 Crisis Response System.
  2. Supervisors
     1. 988 Contact Centers must maintain sufficient supervisor coverage so that there is continuous availability of at least one supervisor at all times. These supervisors, among other job responsibilities, monitor calls, chats, and texts; conduct Emergency Services and Mobile Crisis Dispatch; help answer questions, and act as a resource to Crisis Specialists during their shifts.

1. **Staffing Practices:**
   1. The Contractor must meet any minimum staffing requirement detailed in the 988 Contact Center Manual, once published. Depending on the number of 988 Contact Centers, a minimum number of Crisis Specialists may be required to be on shift at all times to ensure an equitable distribution of call, chat, and text volume across centers.
   2. The Contractor must ensure there is always at least one supervisor on shift to support Crisis Specialists in responding to 988 contacts. This individual must be presently staffed on each shift, not just on-call.
   3. The Contractor shall create and maintain a High-Volume Operations Plan to be implemented during any anticipated periods of higher volumes, for example during every 988 marketing and education campaign launched by the State. Such a plan shall include a minimum staffing commitment. The State reserves the right to review these plans and require alterations to be made in advance of plan implementation. When feasible, the State may provide the Contractor with advance notice of its marketing/education efforts.
   4. The Contractor will be responsible for maintaining morale and supporting staff to minimize turnover.
      1. It is recommended that the Contractor create and maintain a budget and schedule for ongoing teambuilding, implementing strategies for addressing compassion fatigue, increasing staff wellness, and preventing burnout and be able to furnish a list of these events upon request
2. **Training Requirements:**
   1. Contractor will ensure that its staff is trained, and document said training, in accordance with the 988 Contact Center Manual, once published. The Contractor shall furnish this documentation at the State’s request.
   2. Upon initial hiring, the Contractor must ensure Crisis Specialists and Supervisors complete all onboarding trainings required by the State and 988 Federal Administrator prior to responding to contacts made to the 988-prefix. 3. The contractor must ensure that newly hired Crisis Specialists and Supervisors complete all required trainings according to the established timeline, including those due at 3 months, 6 months, 9 months and 12 months from the date of hire.
   3. The Contractor must ensure all staff are completing any on-going trainings required by the State and 988 Federal Administrator.
      1. On a regular basis, the State creates and publishes training modules on specific topics to supplement the required trainings. These trainings are made available via a virtual platform provided by the State and must be completed as detailed in the 988 Contact Center Manual, once published.
   4. The Contractor shall ensure that staff are appropriately trained with up-to-date content and will provide documented proof of these trainings upon request. This is inclusive of State and 988 Federal Administrator required trainings.
   5. The Contractor shall ensure all staff complete all the trainings required by the State and 988 Federal Administrator for their functions in the 988 Contact Center in a timely manner.
   6. Contractor acknowledges that there will be continual investment and focus on training and that this approach may require re-training some or all of its staff during the term of this contract.

# 6.0 Technology

The Contractor must meet the following technology requirements.

1. The Contractor shall utilize both the telephony software platform and the CRM platform (collectively, “Software”) furnished by the State to field all inbound calls to the crisis response line and to track all outbound, follow-up and safety support efforts.
   1. The State may procure other Software for use by the Contractor and the entire 988 Crisis Response System. The Contractor agrees to use the Software in a manner required by the State and as memorialized in the 988 Contact Center Manual, once published.
2. Contractor shall use the Software required by the State in accordance with the policies and procedures memorialized in 988 Contact Center Manual, once published.
3. The Contractor shall not use any other software to log information relating to individuals who call, chat or text the 988-prefix; the State-furnished Software is the only acceptable place to log this information.
   1. The Contractor may use non-State software for its internal operations and internal communications of the 988 Crisis Contact Center.
4. The Contractor agrees to support the State in implementing the Software at its operations, including but not limited to: advising the State about necessary requirements, assisting with the implementation of the Software, and participating in user acceptance testing.
5. The Contractor shall collaborate with the State and the Software vendor(s) to improve the Software based on Contractor’s experience and feedback.
6. The Contractor shall collaborate with the State and other 988 Contact Centers in Indiana to develop an Outage Contingency Plan to be used during outages of State provided software. The Outage Contingency Plan shall be submitted to the State for its review and approval.
7. The State will receive the contact data from the Software. The State shall own all data received from the Software.

# 7.0 Collaboration with the 988 Crisis Response System and External Partners

To ensure the effective and seamless operation of Indiana’s 988 Crisis Response System, the Contractor must collaborate, coordinate and integrate with all components of the system as well as other behavioral health and emergency response partners. A critical aspect of providing care to individuals contacting 988 is referrals and warm-hand offs. For some Hoosiers, 988 is primarily a place to talk, but for others, 988 is a place to locate information and resources. Below are some of the partners that Contractors may need to communicate with for these referrals and warm hand offs.

1. **988 Crisis Response System Pillars**
   1. As a 988 Contact Center, the Contractor offers individuals in crisis with an entry point into the 988 Crisis Response System, which includes all three pillars. The Contractor shall interoperate with providers in the second and third pillars of the 988 Crisis Response System in alignment with State guidance as detailed in the 988 Contact Center Manual, once published.
   2. For the second pillar (MCTs), the Contractor must be aware of all the State’s Designated MCTs, know their coverage area, understand their dispatch processes, and have the capacity to directly refer and dispatch MCTs when appropriate. Dispatch and coordination must include real-time communication and follow-up processes with MCTs to ensure continuity of care and crisis resolution for individuals in crisis.
   3. For the third pillar (CRSS), the Contactor must be aware of all the State’s CRSS sites, know their coverage area, understand their referral processes, and have the capacity to directly refer individuals in crisis to a CRSS when appropriate. Referrals and coordination must include real-time communication and follow-up processes with CRSS sites to ensure continuity of care and crisis resolution for individuals in crisis
   4. The Contractors shall follow all dispatch and referral processes published by the State, which will primarily, but not exclusively, be detailed in the 988 Contact Center Manual, once published.
   5. The Contactor should work to build relationships with the MCTs and CRSS sites across the state to enhance the interoperability of the 988 Crisis Response System.
2. **Emergency Services**
   1. 988 Contact Centers must be equipped to collaborate with emergency services providers, including law enforcement, emergency medical services, and PSAPs, while ensuring crisis response remains person-centered and clinically appropriate.
   2. Contractor shall interface with 911 and emergency/law enforcement operations in accordance with the 988 Contact Center Manual, once published.
   3. Implement shared response protocols with 9-1-1 centers, particularly for high-risk situations involving imminent harm, as developed by the state. These protocols could include but not limited to guidelines / best practices for 9-1-1 Interaction, warm handoffs, joint-dispatch and risk assessment tools.
   4. Train crisis specialists in triaging calls requiring emergency dispatch and in protocols for least-invasive interventions.
   5. Ensure interoperability with 911 systems to allow for call transfers between 988 and 911 when necessary.
3. **Community Mental Health Resources**

Lastly, it may be helpful to provide community mental health service~~s~~ referrals to individuals contacting 988 for long-term care.

1. As directed by the State, and in compliance with the 988 Contact Center Manual, the Contractor shall utilize referral information for behavioral health resources operating in Indiana, including intake processes, hours of operation and specialized services.
2. As directed and approved by the State, the Contractor shall engage in collaborative planning with community providers to monitor care continuity and identify system gaps.
3. The Contractor shall participate in meetings or working groups convened by DMHA with other community providers.
4. **988 Committees**

The Contractor shall actively participate in relevant 988 committees established by the State or its partners to support the effective implementation and continuous improvement of the 988 Crisis Response System.

At minimum, the Contractor shall:

* 1. Designate appropriate staff to serve as representatives on State-led committees, including but not limited to committees focused on quality assurance, interoperability, visitor support, wellness, and workforce development.
  2. Participate in committee meetings regularly and contribute to discussions, planning efforts, and workgroup activities as assigned.
  3. Collaborate with other stakeholders to share best practices, identify system-level challenges, and co-create solutions aligned with the goals of the 988 system.
  4. Communicate relevant committee updates and initiatives to staff, as appropriate.
  5. Support implementation of committee recommendations and provide feedback to the State regarding feasibility, outcomes and opportunities for refinement.

1. **Boundary Club**

The Contractor shall actively participate in Indiana 988’s Boundary Club, a peer forum established to promote best practices in setting and maintaining healthy and professional boundaries within the 988 Crisis Response System.

* 1. At minimum, the Contractor shall:
     1. Designate appropriate staff to serve as representatives in Boundary Club meetings, ensuring representation from supervisory and direct service roles.
     2. Participate in Boundary Club sessions monthly and engage in discussions and support plan creation
     3. Collaborate with other members to share effective strategies, address boundary-related challenges, and develop tools and resources to support staff in maintaining ethical and professional limits
     4. Communicate relevant Boundary Club support plans to staff
     5. Maintain an up-to-date list of support plans, ensuring that expired boundaries are removed from staff access
     6. Monitor staff adherence to support plans outlined, addressing any deviations as appropriate
     7. Gather staff feedback to enhance boundaries, ensuring they are effectively supporting both staff and visitors
     8. Support the implementation of Boundary Club recommendations within the organization and provide feedback to the State regarding the effectiveness and applicability of these strategies
     9. Attend future meetings that support visitors by incorporating all three pillars of the 988 Crisis Response System

# State Marketing Alignment

The State has sought to raise Hoosiers’ awareness of Indiana’s 988 Crisis Response System through strategic marketing campaigns and a unified branding of 988 in Indiana. The State has invested heavily in a multimedia marketing, communications and branding campaign and outreach strategy in all 92 counties. The State requires providers to leverage this brand and awareness by including the State's provided branding assets in provider marketing materials. Together, a cohesive 988 Indiana brand messaging can amplify the life-saving efforts all of the state and providers are helping to provide.

1. To support the State in 988 Indiana marketing efforts, the Contractor agrees to participate filming, recording, providing content for marketing/education activities, including Public Service Announcements and any other marketing and education efforts deemed appropriate by the State.
2. All 988 marketing, media, and outreach that originate with Contractor shall be approved by the State, through FSSA communications, prior to dissemination. This includes, but is not limited to, website updates, media, social media, collateral, or other means of marketing or outreach for 988. The State has the right to ask the Contractor to update or eliminate the use of any 988 marketing and outreach materials at any time.
3. The Contactor must use the publicly available marketing materials on 988indiana.org and meet the branding standards provided in the 988 Indiana Brand Guidelines & Messaging for Crisis Response System Providers toolkit to support the State’s efforts in creating a unified 988 Crisis Response System.
4. The Contractor shall refer all media and elected official inquiries regarding 988 operations to the State. Nothing in the foregoing shall prohibit Contractor from testifying in public hearings or responding to duly authorized information requests.

# 9.0 State Resources Available to 988 Contact Centers

DMHA oversees the governance and coordination of the 988 Crisis Response System in Indiana. To support the success of the 988 Contact Centers, outlined below are support and resources the State may provide to the Contractor.

1. The State will furnish and manage any State-required software, including the telephony and CRM systems.
2. The State shall provide the Contractor with all relevant and necessary access to State systems necessary to perform any of the duties contemplated by the Contract.
3. If the State develops or identifies training materials to support the education for 988 Contact Center staff, it will distribute the training modules and resources to the 988 Contact Centers.
4. As decided by the State, DMHA may provide or coordinate technical assistance to support the Contractor with clinical, operational, or systems-related challenges, as feasible and within reason.
5. The State will provide the Contractor with Indiana-specific manuals, policies, and procedures needed to operate a 988 Contact Center according to the State’s expectations.
   1. The State, with Contractor’s input, will maintain a 988 Contact Center Manual. This manual may be a stand-alone document or part of a larger manual. The State will, as needed, update the 988 Contact Center Manual, once published.
   2. The State shall grant Contractor access to the 988 Contact Center Manual, once published either by furnishing a copy or posting it on the internet in a place accessible to the Contractor.
6. As needed to meet changing Federal guidelines and address the evolution of Indiana’s 988 Crisis Response System, the State may update its Indiana-specific manuals, policies, and procedures and communicate those changes with the Contractor.

# 10.0 Quality Assurance and Improvement

The Contractor must ensure that Quality Assurance and Improvement is a core component of their service delivery, and will work closely with the State to ensure that quality assurance and improvement opportunities are aligned with the goals of the 988 Crisis Response System.

1. At a minimum, and in alignment with State guidance, the Contactor shall:
   1. implement internal quality assurance protocols, including routine call reviews, documentation audits, on-going supervision for Crisis Specialists and supervisory evaluations.
   2. Follow the Quality Assurance procedures outlined in the 988 Contact Center Manual and Quality Assurance Plan, once published.
   3. Provide ongoing training and coaching to Crisis Specialists and Supervisors based on Quality Assurance findings and performance trends.
   4. Monitor key performance indicators (KPIs) as outlined in their contracts.
2. The Contractor shall participate in performance monitoring conducted by DMHA or its designees.
3. The Contractor shall sufficiently address all performance feedback provided by DMHA and submit quality improvement plans to the State for review and approval as needed.
4. The Contractor must maintain a Sentinel Event Policy aligned with State regulations and 988 Federal Administrator standards. The policy must outline procedures for response, reporting, and corrective action, and be reviewed annually. Staff must be trained on its implementation.

# Project Management

To ensure proper collaboration and coordination between the 988 Contact Centers and the State, the State hopes to put requirements and processes in place to properly manage this project and the relationships between the centers and DMHA. As a 988 Contact Center, the Contractor must agree to collaborating and working closely with the State.

1. The Contractor shall designate an individual as a main contact for the State to answer questions, provide information, or otherwise be available for State requests.
2. The Contractor shall include the State in any communications with SAMHSA and/or the Federal 988 Lifeline Administrator.
3. The Contractor must proactively notify the State of any service disruptions, staff turnover, or other issues that may impact the center’s capacity.
4. The Contractor must participate in regular check-ins or ad hoc communication with DMHA to address operation concerns, changes in policy, or additional needs.

# 12.0 Reporting

In the performance of its duties under this Contract, the Contractor shall furnish reports required by the State under this Contract. The Contractor is required to provide reports requested by the State in a timely, complete, and accurate manner.

1. Indiana Code Section 12-21-8-9 Written Report requires that, before March 1 of each year, designated 988 Contact Centers submit a written report to the State concerning the usages of 988 and the services provided by the 988 Contact Center. The specific~~s~~ requirements of this Written Report shall by the State at a later date.
2. Beyond what is required by Indiana Code, the State shall detail the specific reporting requirements (i.e., the data points, the frequency, the format, etc.) at a later date.
3. Contractor may utilize the Software furnished by the State to fulfill reporting requirements to other organizations, such as but not limited to, SAMHSA and Vibrant. Regardless of who furnished the software, it is the Contractor’s responsibility to ensure they have the ability to meet their reporting obligations to other organizations, such as but not limited to, SAMHSA and the Federal 988 Lifeline Administrator.
4. Prior to July 1, 2026, and at any point when there are significant changes to the 988 Contact Center staffing and/or operations, the Contractor shall provide the State with a 988 Contact Center Staffing & Operations Report that includes, but is not limited to, organizational charts, staff resource allocation, staff roles, and all center policies.
5. Contractor shall provide to the State, upon the State’s request, information related to the Contractor’s costs to operate and staff the Contact Center in accordance with the requirements of this contract. The State may request other information of this type in order to fulfill obligations the State may have related to public and private funding the State obtains.

# 13.0 Transition Requirements

The Contractor must adhere to the following contract transition requirements.

1. **Start-of-Contract Requirements**

The Contractor, in conjunction with DMHA, will ensure that the process of transition from the existing model upon contract award results in predictable, seamless transition where services continue to be delivered in a timely and accurate manner without degradation in service levels. In the time period before the July 1, 2026 handover of services, the Contractor will meet regularly with DMHA and other stakeholders to work on preparing for the transition. The Contractor must be prepared to attend intensive onboarding training during the transition period provided by the State and hold additional training sessions as necessary to facilitate a smooth transition. The Contractor may also provide their own intensive training for new employees they are bringing on to their own organization in addition to the State provided training.

1. The Contractor’s work plan must describe all tasks, deliverables, schedules, task dependencies and identification of resource requirements for the Contract, including, but not limited to, the transition of services from the current provider.
   1. The Contractor’s work plan must include the proposed start and completion dates for each deliverable.
   2. The Contractor’s work plan must detail all tasks requiring FSSA and other State resources (including but not limited to the Indiana Office of Technology), summarize the proposed use of DMHA and other State resources, and state any assumptions regarding anticipated involvement of these resources. Further, the Respondent must agree that it is the Contractor's obligation to identify its task dependencies on DMHA resources or tasks, and that the Contractor retains the final responsibility for performance of its obligations including the quality of the deliverables. To the extent that DMHA review or approval is required of a document, plan or deliverable, DMHA shall have ten (10) business days to review first drafts and five (5) business days to review any revised drafts.
2. Steady State Management
   1. At least thirty (30) days before the projected go-live date of the Contract, the Contractor shall provide a detailed project management plan which explains how the Contractor shall ensure the timely delivery of quality services to the State. This project management plan will be subject to State review and approval. Such a plan shall:
      1. Describe the overall project management approach, including but not limited to planning, organizing, and managing Contractor staff and activities throughout the term of the Contract in a manner that ensures the smooth administration and completion of deliverables.
      2. Describe what project management tools, if any, will be used by the Contractor.
      3. Detail Contractor’s approach to promoting teamwork, facilitating effective communication, and supporting collaborative efforts among the Contractor, any subcontractors, external partners, and DMHA.
      4. Describe the Contractor’s plan to work collaboratively with DMHA to address external partner and any issues that require resolution.
      5. Details the Contractor’s plan to ensure compliance with state and federal privacy laws.
3. Communication Plan
   1. At least thirty (30) days before the projected go-live date of the Contract, the Contractor shall provide a communication plan describing how the Contractor will work with DMHA to facilitate communication and coordination. Such plan shall include, but not be limited to:
      1. Agreement to meet with the State, including any and all divisions of FSSA, as requested.
      2. Proposed monthly meetings with the State 988 Team, including meeting attendees and cadence.
      3. Periodic written updates.
      4. Proposed team members who will serve as key point of contact.
      5. This Communication Plan shall be subject to State review and approval.
4. Issue Resolution Plan
   1. At least thirty (30) days before the projected go-live date of the Contract, the Contractor shall provide a plan to identify, track, and resolve issues which may arise between Contractor and the State in the performance of duties under the Contract. Such plan should include:
      1. Any trouble-shooting tools and techniques that will diagnose issues with networks, services, equipment, software, and data.
      2. The approach and metrics to measure the success of its issue resolution efforts.
      3. FSSA’s right to approve all issue resolution plans and procedures prior to implementation.
      4. This Issue Resolution Plan shall be subject to State review and approval.
5. **End-of-Contract Requirements**

Upon the end of contract’s term, the Contractor must fulfill the end-of-contract requirements outlined below.

* + 1. The Contractor recognizes that the service(s) to be performed under this Contract are vital to the State and must be continued without interruption and that, upon Contract expiration, a successor, either the State or another contractor, may continue them. The Contractor agrees to:
       1. Furnish phase-in, phase-out services; and
       2. Exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor.
    2. The Contractor shall, upon the State's written notice:
       1. Furnish phase-in, phase-out services of up to (90) days before this Contract expires; and
       2. Negotiate in good faith a plan with a successor to determine the nature and extent of phase-in, phase-out services required. The plan shall specify a training program and a date for transferring responsibilities for each division of work described in the plan and shall be subject to the State's approval. The Contractor shall provide sufficient experienced personnel during the phase-in, phase-out period to ensure that the services called for by this Contract are maintained at the required level of proficiency.
    3. The Contractor shall include a transition plan to a new vendor at the end of the Contract, including a detailed plan for Trainings still in progress that are expected to go beyond the Contract’s end date. The Contractor shall detail a plan to continue 988 services uninterrupted through the end of the Contract.

# 14.0 State Audits

The parties acknowledge the importance of preventing fraud, waste and abuse, breaches of confidentiality, and other wrongdoing in the operation of the public assistance programs administered by the FSSA. Contractor, at its own expense, will assist and appropriately act to aid the State in the investigation and detection of any such wrongdoing. This may entail cooperation with the State’s Internal Investigation and Compliance division, law enforcement officials, and authorities of the various State and Federal agencies that are responsible for compliance with the laws and regulations governing the programs. In the cases of any such investigation, the State and Contractor, in conjunction with its legal counsel, agree to fully cooperate in the gathering of evidence in support of law enforcement and investigatory activities. Access to information concerning these matters, which can include time, location, and documents of interest, will be restricted to the State or Federal investigatory official until the resolution of the investigation.

1. The Contractor acknowledges that its employees may be requested to submit to questioning by State Investigators in support of a State Audit. The Contractor will cooperate with any investigators by making its employees available in a manner that will best facilitate the law enforcement objectives of the interview. Where the Contractor’s employees are suspects in a pending investigation, the Contractor agrees that any employment actions concerning such employees will be reviewed with the State in advance, to avoid taking any action that would jeopardize law enforcement efforts.
2. The State will provide the Contractor with reasonable notice of an Audit if it is determined at the State’s discretion, that giving notice is feasible and appropriate and would not be contrary to, defeat the purpose of, or prejudice the conduct of the applicable Audit. The State will use reasonable efforts to ensure that the Audit will be conducted in a manner so as not knowingly to create a material risk of harm to persons or property. Currently, there is a two-year rotation of being audited by FSSA auditors.
3. Audit Access. Upon request of the State, and in connection with any Audit, Contractor and its Subcontractors will provide auditors prompt access to the following:

1. Service location, facilities, or installments, in each case, to the extent used to provide Services,

2. The proposed System, and

3. The State Software and the State Recipient data if the data is stored on Contractor’s equipment or proposed Systems.

1. Audit Assistance. Contractor will cooperate fully with the State in the conduct of any Audit, including providing all Records in Contractor’s actual or constructive possession that are requested by the State. Contractor must provide any assistance in all reasonable respects with such an Audit.
2. Any Audit by FSSA or by any Contract Administrator acting on behalf of FSSA shall be reasonably related to the performance by Contractor or any Subcontractor of the Services, the Delegated Activities, or their performance under this Agreement, any Material Agreement or any Subcontract. Nothing herein shall be deemed to be a waiver of the respective rights of Contractor or any Subcontractor to assert any applicable privilege or any right to protect their confidential and proprietary assets.

# 15.0 Key Performance Indicators

The State is interested in incentivizing the 988 Contact Centers to meet the shared goals of the 988 Crisis Response System. As such, the State will use the Key Performance Indicators (KPI) listed in Table 2 below. The KPIs listed in Table 2 will be measured monthly, using data from the State’s software systems, starting July 1, 2026. For meeting the KPIs, the Contractor may receive up to a 10% bonus payment. Details on the bonus payment will be based on Attachment D and determined following contract award.

The State shall evaluate the KPIs below on a monthly and quarterly basis for each individual 988 Contact Center. Only interactions originating from Vibrant are considered in the State’s evaluation of these KPIs. The State shall determine if Contractor has met the KPIs and notify Contractor of its determination. If Contractor disagrees with the State’s determination, it has five (5) business days to submit a written request that provides evidence to the contrary. The State shall review the letter and then notify Contractor if it upholds or changes its initial determination.

All percentage-based metrics will be rounded to the nearest whole number. All time-based metrics will be rounded to the nearest whole second. Unless otherwise specified, all KPIs listed below measure the activity of all users within the 988 Contact Center (i.e., Crisis Specialists, supervisors, and administrative staff).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Table 2: Key Performance Indicators** | | | | |
| **#** | **Metric Subject** | **Performance Criteria** | **Performance Level** | **Evaluation Note** |
| 1 | Average Speed of Answer (ASA) | The average amount of time an interaction waits in the Center’s queue before it is answered by the Center. | 9 seconds or less | This KPI only considers the amount of time within the Center’s queue. If an interaction ends up in multiple Indiana 988 Contact Centers’ queues, **only the segment within the queue associated with the Center being evaluated will be considered in this KPI.**    In addition, as this is Average Speed to Answer, this KPI does not include interactions that are not answered by the Center being evaluated. Thus, the Flowouts and Abandons within the Center’s queue have no impact on this KPI. |
| 2 | Answer Rate | The number of calls, chats, and texts answered by the Center divided by the total number of calls offered to the Center. | 96% or greater |  |
| 3 | Maximum Hold Length | The maximum amount of time a caller is put on hold consecutively. | Less than 1 minute consecutively |  |
| 4 | Hold Count | The number of interactions with holds. | 5 or less interactions |  |
| 5 | Alert No Answer (ANA) | The number of times a user did not answer an offered interaction. | 3% of offered interactions or less | The State is aware of scenarios in which ANAs can occur when a visitor hangs up as it is ringing to the Crisis Specialist. If the Center does not meet the ANA KPI, the Center may submit a request to remove such ANAs from KPI count. To qualify for removal, the ANA must have occurred due to the visitor hanging up and the alert time must be 2 seconds or less.    In order to submit such a request, the Center must provide the interaction IDs of eligible ANAs for the State to review and remove from this KPI if appropriate.    If the Center meets this KPI, no adjustments will be made. |
| 6 | Follow Up & Safety Support on High-Risk Interactions | The number of High-Risk Interactions that have a follow up or safety support offered divided by the total number of High-Risk Interactions. | 100% of high-risk interactions should have follow up or safety support offered\* | For the purpose of this KPI, High-Risk Interactions are those that are categorized as ‘High Risk’ according to the Lifeline Assessment’s triage score.    \*Interactions with MCT dispatch will be excluded from this KPI as MCT should be offering a follow up or safety support to the visitor. |
| 7 | Number of Blind Transfers | The number of interactions in which a user blind transferred a call. | 0 interactions |  |
| 8 | Evaluations Completed | The number of interaction evaluations the Center has completed divided by the total number of calls answered by the Center. | 5% of answered interactions or greater |  |
| 9 | Number of Transfers | The number of calls transferred by a user to another destination. | 1% of answered interactions or less | If a Center does not meet this KPI, the Center may submit a request to remove transfers to Vibrant’s other crisis lines from their KPI count (i.e., Veterans Crisis Line, Spanish-Speaking Crisis Line, Trevor Project Crisis Line); the Center must provide the interaction IDs of such transfers for the State to review and remove from this KPI if appropriate.    If the Center hits this KPI, no adjustments will be made. |
| 10 | On-Queue & Not Responding | The amount of time a user is on-queue and did not answer a call, chat, or text, as determined by the "Not Responding" status. | 30 minutes or less |  |
| 11 | Off Queue | The amount of time all Crisis Specialists are logged in and off-queue divide by the total amount of time all Crisis Specialists are logged on. | Less than 18% of time logged on |  |
| 12 | Flow-Out | The number of times a Center was offered a call, chat, or text but did not accept it and the call rolled to another Indiana 988 Contact Center. | 2.5% of calls offered or less |  |
| 13 | Abandonment Rate | The number of calls, chats or texts in which the caller hangs up before it is answered divided by the total number of calls. | 3% or less of offered calls |  |
| 14 | Open Contact Forms | Number of Contact Forms that were left in the “Open” status. | 0 Contact Forms |  |
| 15 | State Assigned Training Completion | The number of State-assigned training courses completed divided by the number of State-assigned training courses | 85% completion or greater |  |
| 16 | Time Between Responses | The maximum time between a visitor sending communication and the Crisis Specialist acknowledging and responding | 135 seconds |  |
| 17 | Indiana-based interactions handled by an Indiana Center | Percentage of interactions that originate from Indiana that are handled by an Indiana Center | Greater than or equal to 90% |  |