



Frequently Asked Questions

Integrated Resource Team (IRT)

★ Updated September 2013

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Disability Employment Initiative (DEI) Projects build upon the Disability Program Navigator initiative by hiring staff with expertise in disability and workforce development to serve as Disability Resource Coordinators (DRCs).

DEI Projects support extensive partnerships, collaboration and service coordination across multiple workforce, generic, and disability systems in each state. These involve state vocational rehabilitation agencies, mental health and developmental disability agencies, Medicaid Infrastructure Grant-supported activities, independent living centers, business leadership networks, and other community-based and nonprofit organizations.

As one of the seven major strategic components of the DEI, the Integrated Resource Team (IRT) model represents a strategy that a local workforce area can use to provide an increased level of support to a job seeker with a disability. The purpose of this set of frequently asked questions (FAQs) is to clarify the IRT concept and offer guidance on the potential role of a DRC in introducing the IRT approach and facilitating an IRT with an individual job seeker.

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Q1. What is an Integrated Resource Team?

A1. An Integrated Resource Team (IRT) is an informal, customer level, resource coordination strategy that brings together all of the service providers engaged with an individual customer to improve communication and collaboration that results in enhanced coordination of services and supports for a job seeker with a disability. IRTs are organized around an individual job seeker with a disability who experiences multiple challenges to employment and who has been enrolled in WIA intensive and/or training services (or is attempting to attain enrollment in these services).

Q2. What is the primary function of an Integrated Resource Team?

A2. Members of an IRT work together to identify and strategize how their combined services and resources can be leveraged to support a customer's education, training, or employment goals, while the job seeker himself/herself will also have responsibilities in order to contribute to reaching his/her goals.

Q3. Who might participate on an Integrated Resource Team?

A3. Each IRT is made up of representatives from community organizations and partner agencies that an individual job seeker is currently receiving or may be eligible for and that meet the specific employment related needs of an individual. Team members are chosen based on the services that are needed to address any identified challenges to employment. Each job seeker that may benefit from this kind of active resource coordination will come with a unique set of needs. No system level agreement is necessary to develop an individual IRT; the members of an individual IRT may reflect existing Interagency Committees or system level MOU's and may include representatives from the Workforce Investment system, Vocational Rehabilitation, the Mental Health System, Public Education partners (e.g. transition programs), Ex-Offender Program, Community Work Incentives Coordinators (from the Work Incentive Planning and Assistance program), supported-employment service providers, community colleges, the Center for Independent Living, the local housing or transportation system, TANF agency, and Veterans programs.

Q4. What is the role of the DRC related to the Integrated Resource Team?

A4. The DRC may serve as the facilitator by helping to build understanding within the American Job Center (AJC) of the added possibilities of another level of support for a job seeker with a disability through the option of an IRT. The role of the DRC as facilitator may include:

- Helping to explain the option of working with an IRT to the job seeker, to ensure he/she is in agreement of needing this type of resource coordination and understands the benefits, including the sharing of information between various systems and agencies.
- Working with Job Center staff and the job seeker to identify needed resources and reaching out to agency representatives who may serve on the IRT.
- Facilitating the first IRT meeting, explaining the IRT concept of improving coordination of services, and leading the group discussion to ensure that a

consensus is reached concerning the following subjects, (among others that are relevant to each job seeker):

A shared employment goal

- The job seeker shares employment goals and any challenges to employment.
- IRT representatives share eligibility requirements and available resources.

Lines of Communication

- Agreement by all IRT members, including the job seeker, to regularly communicate with each other (exchange of contact information).

Timeline of Services

- Agreement by all to follow-through with what each IRT member promises to do (resources/funding provided by agency representatives; personal responsibility by job seeker).

Once the IRT approach is understood and effectively utilized, with the WIA Case Manager taking the lead role in coordinating the team, the DRC can be accessed as needed for information, resources, or additional IRT members as appropriate. Once the IRT concept is fully understood and has been implemented with success over a number of months/years there may be instances in which an IRT takes place without the need to access the DRC at any point in the process.

Q5. What is the overall goal of introducing the Integrated Resource Team model?

A5. The overall goal is to help the American Job Centers increase access to all levels of WIA services including WIA intensive and training services for job seekers with disability and or multiple challenges to employment. It is also to demonstrate to AJCs and other community agencies the benefit of this kind of resource collaboration leading to the incorporation of this strategy as an available option for serving job seekers with disabilities and or multiple challenges to employment to outcomes that meet or exceed WIA performance measures.

- The DRC may lead the first IRT meeting to model the approach and to help set up a system of communication between all members so that they may move forward in working together on their own.
- The DRC may ask the group for a volunteer to take the leadership role (it may be the job seeker). The IRT lead agrees to ensure ongoing communication and to bring all members back together if problems arise or additional problem-solving is needed.

The IRT may be a culture shift for many communities and agencies, and this can take time. However, as coordination of services improves and more individuals with disabilities become employed, this culture shift can happen.

Q6. What is the difference between an Integrated Resource Team and an Interagency Committee?

A6. An IRT focuses on the needs of a **specific job seeker** with a disability and coordination of resources to address those needs. An Interagency Committee focuses on **systems** coordination, problem solving and collaboration for more effective services to job seekers with disabilities.

An **Integrated Resource Team** is an informal, customer level strategy that consists of a unique team of representatives that come together based on the identified needs of an individual job seeker with a disability.

Members of an Integrated Resource Team:

- May be initially identified by the job seeker, the DRC, and/or Job Center staff.
- Members are brought together as a “team” to improve communication and collaboration of services across agencies, and support the job seeker with a disability in obtaining and maintaining employment.

An **Interagency Committee** (e.g., disability action team/interagency coalition/accessibility work group) is a formal system level activity that may include representatives from the disability and workforce communities, business sector and other community agencies who come together to explore the most effective strategies at a systems level to deliver employment services for people with disabilities.

An Interagency Committee:

- Includes members such as the DRC, staff from the Job Center and local workforce investment board, mandated and non-mandated partners (e.g., Vocational Rehabilitation, Mental Health, Mental Retardation/Developmental Disabilities, State Commissions for the Deaf and for the Blind, Social Security, and Medicaid) and representatives from community-based organizations such as Independent Living Centers, faith-based agencies, and local community college offices for students with disabilities.
- Typically meet on a regular basis to build a support system at the local or regional level through systems collaboration.
- Serves as a means to regularly communicate, problem solve, and work together to improve employment outcomes for people with disabilities.

Q7. Does an Integrated Resource Team function differently than an Interagency Committee?

A7. An IRT is an informal activity that takes place on the **individual level**. As a result, team members and participation on an IRT would likely change in response to unique job seeker profiles, needs, and perceived challenges. However, the one team member who will always be present on an IRT is the WIA Case Manager as enrollment in WIA intensive and/or training services OR the WIA Youth program is a key component to what defines and IRT. Additionally, the duration of time during which an IRT comes together to meet and coordinate services is extremely flexible and depends upon the specific needs of the individual job seeker.

Interagency Committees is a formal activity that focuses on **system level** challenges that are identified as barriers to achieving employment outcomes for job seekers with disabilities. These committees may identify solutions at a system level to impact policy changes, improve coordination of service delivery, and increase the blending/braiding of funds to share the cost of supports for job seekers with disabilities. The ultimate goal is to improve employment outcomes for individuals with disabilities in a local community or region. Membership on an Interagency Committee is more consistent and on-going than it is in an IRT, which is created for a specific job seeker.

Q8. Do you need to have an Interagency Committee in order to have Integrated Resource Teams?

A8. No, since an IRT is an informal customer level activity that will not require any individual partner to modify or alter their existing procedures around service delivery the IRT model can be applied without the support of MOU's or discussion in an interagency forum. The most important elements to have in order to promote the IRT model as a viable option for a job seeker with a disability are widespread knowledge of existing resources in the local/regional community, strong partnerships with local/regional organizations, and the backing of the WIA program through enrollment into WIA intensive and/or training services and/or the WIA Youth program.

- As different types of services and resources are needed for each individual IRT, DRCs can invite partners whom they or the Job Centers have formed relationships with during outreach and collaboration.
- Potential IRT members can also be recruited from many of the other committees that DRCs are involved with, such as a group that focuses on transitioning youth, Mental Health, or adult literacy. Ultimately, the IRT will be composed of direct service providers and supports that have services and resources that can help the job seeker attain their employment goal.
- There may also be a need to develop a relationship with a new agency or program out of a job seeker's need for their particular services/resources in an IRT plan.

Q9. Can an Interagency Committee be beneficial to an Integrated Resource Team?

A9. An Interagency Committee can be quite helpful, although it is not necessary or required to have one to use IRTs. If an Interagency Committee already exists in a local/regional area that focuses on systems collaboration and improving employment for individuals with disabilities, it can serve as a strong foundation for the IRT model. DRCs may introduce the IRT model to their local/regional Interagency Committees, which offers the opportunity to discuss it with many of the leaders from the disability, workforce and community systems who are members.

- The Interagency Committee may work together to decide as representatives of a local/regional community how to introduce the IRT model to their agency staff and begin to implement it.
- The use of WIASRD data to demonstrate outcomes resulting from the IRT model may also be beneficial in gaining buy-in and increased levels of partnership.

Q10. Is the Disability Resource Coordinator a case manager when facilitating an IRT?

A10. Absolutely not. The evolving vision of the DRC strengthens the focus of Job Center staff to problem solve and identify resources from other systems to meet an individual job seeker's needs. An IRT provides more options to bring representatives from other systems directly into planning and implementation of strategies individualized and responsive to a job seeker's needs and preferences. As a facilitator and a resource, a DRC:

- Is not expected to spend their time in the Job Center with a pile of individual cases to manage.
- Has important responsibilities to build relationships with other service delivery systems, the disability and employer communities, and the Social Security field offices and Work Incentive Planning and Assistance projects.
- Is always continuing to improve access and meaningful participation of job seekers with disabilities in the Job Center through training and problem solving with staff.

Every member on an IRT, *with the exception of the DRC*, will most likely have a case file for the job seeker that includes paperwork, case notes and other documents specific to that particular agency. This includes the WIA Intensive or Training Case Managers or Counselors at the Job Center who are key members of every IRT, who will most definitely keep a file for the job seeker on the services delivered.

Q11. What does a Disability Resource Coordinator do who is serving multiple workforce investment areas?

A11. There may be regional DRCs, responsible for serving multiple centers and a large geographic area. It is important for these DRCs to identify opportunities to create Interagency Committees and, where possible, encourage the use of IRTs in the workforce investment areas they serve.

- In some areas, the Interagency Committees may already exist. In these cases, a DRC may introduce the concept of an IRT as an option for improved service coordination and increased employment for people with disabilities. Each committee may then decide to implement this model and lead the efforts as a group.
- In other cases, the DRC may offer more intensive training to an Interagency Committee, a regional workforce investment area, and/or to mandated partners so they may lead the efforts to implement the IRT option in their local areas.

The DRC should always be conducting outreach activities within their regional communities and partnering agencies to generate a stream of customers with disability and or multiple challenges to employment seeking services at the AJCs with whom they work. This activity will create a shared customer base and a demand for service strategies that meet the needs of these customers. Each shared customer can create new opportunities to discuss how to partner more effectively and coordinate resources to meet their needs.

The DRC should always help educate other stakeholders on the role and purpose of the DEI Project to improve communication and collaboration among multiple service delivery systems including American Job Centers. With limited resources, each system will better meet its goals for shared customers by working with other agencies and funders. The sum of the parts of a seamless system has more possibilities for success than each system struggling separately. The DRC can help Interagency Committee members to identify common goals to promote self-sufficiency and how they can work together to overcome identified barriers to valued outcomes.

DRCs are encouraged to access the DEI national training and technical assistance provider and their assigned technical assistance liaison for materials and strategies to support these efforts.

Integrated Resource Team Case Scenarios

The following case scenarios involve individuals with disabilities who have succeeded in gaining employment through the collaborative effort of an IRT. The details of these case scenarios are drawn from real-life situations in which Navigators under the US Department of Labor's Disability Program Navigator initiative experienced in-the-field when engaging multiple partners to coordinate services for an individual job seeker. They are meant to illustrate the diverse ways in which IRTs come together to achieve the goal of assisting a job seeker with a disability in obtaining and maintaining employment. Understanding that each IRT will be unique to an individual's needs and specific situation, these examples are meant to provide a sampling of scenarios that attempt to answer some of your most pressing questions about this model.

BASIC IRT CASE SCENARIO – 'Diane'

Initial Visit to One-Stop Career Center

Diane comes into the One-Stop Career Center looking for work. She is Deaf and non-verbal. When asked by One-Stop staff how they can accommodate her, Diane chooses to forego having a sign language interpreter and indicates that she would like to communicate via writing notes back and forth as she is proficient in English. She meets with an Employment Specialist who registers her in the One-Stop job database, and tells her about the employment services and training programs offered by the One-Stop Career Center. It is determined that Diane could be eligible and benefit from the WIA training program, so she is registered for a WIA orientation workshop for which an ASL interpreter will be secured as per her request. The One-Stop Career Center has established a policy and process for providing reasonable accommodations and the Navigator has worked with staff and provided a guide with all the necessary information from start to finish for this accommodation. Diane attends the WIA orientation and completes the paperwork to become enrolled in the WIA program.

Intake Appointment

The WIA counselor meets with Diane, and per her communication preference, they take turns typing out their comments and questions on the computer screen. They discuss her interest in going into a job-training program for dog-grooming, a job that matches up with her love of animals. During the intake appointment with the WIA counselor, Diane shares that she has previously worked with Vocational Rehabilitation. The WIA counselor asks the Navigator to join the next meeting for additional suggestions and resources Diane might benefit from in the community.

Engaging IRT members

In reviewing the costs of the WIA training program, the tools required for the classes, and the cost of sign language interpretation, it becomes clear that the WIA training expenditure limit will be exceeded for the dog grooming training program. The WIA counselor considers dropping the case due to the additional cost of accommodation above and beyond the training costs. However, the Navigator suggests re-connecting with Vocational Rehabilitation to explore cost sharing and resource coordination. A

meeting is arranged by the Navigator with Diane, the WIA Case Manager and the Vocational Rehabilitation Specialist assigned to work with the Deaf and Hard of Hearing population (Rehabilitation Counselor for the Deaf – RCD).

Follow-Up and IRT Action

After the Navigator discusses the possibilities of cost sharing and resource coordination with Diane, the WIA Case Manager and Vocational Rehabilitation, they all agree to carry out the following in order for Diane to reach her employment goal:

- The WIA Case Manager takes on the role of leading the IRT. The bulk of the cost for Diane's employment will come out of WIA dollars, so it makes sense to put the WIA case manager as the team leader.
- The Vocational Rehabilitation Counselor commits to paying for a set amount of sign language interpreting costs based on Diane's projected needs during the lecture portion of the training series. This cost comes to almost the same amount as the training program and tools paid for by WIA. Both the VR counselor and the WIA counselor agree that neither program alone could easily absorb the total cost.
- Diane agrees to follow up with the IRT on any action items. She states that she is very proficient and comfortable communicating in written English and can accommodate herself by writing questions and reading responses and will only need sign language interpretation for large class work or large meetings.
- The Navigator is brought in as a follow up when a problem arises with the training provider at the dog grooming school. The training provider wants to have a sign language interpreter available at all times when Diane is present. However, this is above and beyond what Vocational Rehabilitation has agreed to pay. As a facilitator, the Navigator meets with the training provider, the WIA case manager and Diane to discuss other ways to effectively accommodate Diane, namely her suggestion of writing back and forth when questions arise. The Vocational Rehabilitation counselor is unavailable to be present at this meeting but is included in the planning around this discussion and the follow up. The Navigator researches with the ADA & IT Center the training provider's responsibilities in accommodating Diane and provides the training provider with information and support on the Americans with Disabilities Act. If the training provider feels it is necessary to have a sign language interpreter beyond what is already being provided, they would be responsible for providing that accommodation, not the WIA program or VR. As a result of this discussion, the training provider withdraws their demand to have a sign language interpreter present and commits to working with Diane to effectively use the alternative accommodations she suggested.
- The training provider becomes part of the IRT shortly after the discussion with the IRT members on effective accommodation strategies. Due to the high quality of Diane's work, the training provider recommends her to a new business owner who is starting up a dog grooming shop. The training provider makes the introduction and helps to educate the business owner on effective low cost accommodation strategies.

After completing the four month dog grooming training program with honors, Diane is referred to an employer by her training provider and goes to work full-time. The WIA Case Manager follows up with the IRT members providing them with accurate information on Diane's place of employment/hours/pay, and follow-up services offered by each agency.

BASIC IRT CASE SCENARIO – 'JEAN'

Initial Visit to One-Stop Career Center

Jean had been coming into the One-Stop Career Center to see her TANF case manager, who was located in the One-Stop, off and on over the past 6 years. She was always able to get a job, but had difficulty getting through the training periods and would end up losing her position or quitting within a matter of weeks. She was frustrated and was beginning to be considered a "difficult client" by the TANF team who had staffed her case with no success. It wasn't until Jean's TANF case manager received training on hidden disabilities coordinated by the Navigator that she realized that it was possible that a combination of learning disabilities and/or mental health issues might be holding Jean back from maintaining employment. At this point, Jean only had 6 months left on TANF before her 60-months on the program would come to an end.

Engaging IRT members

The TANF case manager asked the Navigator for advice to problem solve ways to proceed. This resulted in the TANF case manager and Navigator meeting with Jean to discuss her possible eligibility for Vocational Rehabilitation services to provide additional assistance in achieving a positive employment outcome and support in maintaining employment. As a result of the relationship established by the Navigator between the One-Stop Career Center and the local VR office, and due to the TANF clock of services that was soon to run out, this case was expedited. Jean was found to have a previously undiagnosed learning disability with co-existing anxiety and depression, and was enrolled in VR services. In the first IRT meeting with the VR counselor and Navigator, Jean and her TANF case manager were both relieved to learn that with the right work accommodations and a combination of medication and therapy, many of the barriers that Jean had experienced with past employment could be overcome. Knowing that there were only a few months left with TANF benefits, Jean took charge setting a goal for herself and the Integrated Resource Team (comprised of TANF case manager, VR counselor, DPN, and most importantly Jean herself) to learn about her disabilities and her rights, figure out the best accommodations to meet her needs, and find a good employment fit before her TANF clock ran out. The IRT came together to decide who would be responsible for different action items, and consider if additional IRT members would be necessary.

Follow-Up and IRT Action

- The TANF case manager was designated as the primary contact person for the team making certain that all members were on the same page with the employment goal and following up with members as needed. With the clock

counting down on TANF services, the TANF case manager utilized all the benefits available through that program.

- The VR counselor set Jean up with Mental Health counseling and meetings with a Psychiatrist who prescribed medication to treat her anxiety and depression. The VR counselor also worked with her to discover the best accommodation strategies for her learning disability.
- The Navigator helped Jean learn her rights according to the Americans with Disabilities Act and the best ways to disclose her disability in order to request a work accommodation.
- Jean agreed to follow up on all requests from the team for information and to attend sessions with the Mental Health counselor and the VR counselor to learn accommodation strategies. She also agreed to attend One-Stop Career Exploration and Interviewing Workshops, with accommodations provided by VR, to focus on her abilities and choose an employment goal. Jean makes it known to the team that she would be in charge of finding employment, as she had in the past, and that she would be the one to choose when and how to disclose her disability and make the request if she were to need an accommodation.
- An Employment Specialist at the One-Stop Career Center was invited to join Jean's IRT. He and Jean committed to meeting on a weekly basis to go over job leads and focus on connecting with employment opportunities that were in line with Jean's employment goals and that took into account her skills, abilities and interests.

After 3 months of working with the IRT, Jean secured a full-time job with health benefits that was in line with her employment goal. The TANF case manager followed up with all of the IRT members, providing them with accurate information on Jean's place of employment/hours/pay, and follow-up services offered by each agency. A year later Jean's case was closed; she was off all benefits and was still working with the same company. She had received a merit based raise and was in line to get a promotion.

ADVANCED IRT CASE SCENARIO - 'Harry'

Initial Visit to One-Stop Career Center

Harry visits his local One-Stop Career Center with a Job Coach. He is Deaf-Blind and his Job Coach helps to relay to the One-Stop front desk staff that he has been looking for a job for over a year without success. When staff refers Harry to an Intake Specialist to register with the One-Stop Career Center for services, he requests a tactile Sign language Interpreter for a future appointment. E-mail addresses are exchanged between Harry and the front desk staff, so that the One-Stop may contact him when an Interpreter is secured. This request for an accommodation is passed on to the One-Stop Manager, who, with help from the Navigator, secures a tactile Interpreter for a future appointment with an Intake Specialist.

(NOTE: This Navigator recommended that the One-Stop pay for the Interpreter for Harry's intake appointment since the job seeker requested this as an accommodation of the One-Stop Career Center and because it was not advisable to ask the job seeker for

additional information about Vocational Rehabilitation providing an Interpreter, since there was not a qualified Interpreter present to have this conversation and relay/receive accurate information.)

Intake Appointment

The One-Stop Career Center Intake Specialist meets with Harry (with an Interpreter present) and based on information gathered, determines that he is eligible for intensive services. This means that he may meet with an Employment Specialist for assistance in looking for a job, as well as access all core level services including resume writing and interviewing assistance. The Intake Specialist later relays to the Navigator that Harry is currently working with the Commission for the Blind for access to technology and case management, a supported-employment provider for Job Coaching services, and the Independent Living Center (ILC) for transportation training.

(NOTE: This job seeker was eligible for Intensive Services at this One-Stop since he had already pursued employment on his own and with help from other agencies for a long period of time without success. If he was unable to find employment through intensive services, he may be eligible for WIA training, since this is how this One-Stop handled eligibility for ALL job seekers.)

Engaging IRT Members

With Harry's permission, serving as a facilitator the Navigator contacted the Commission for Blind Counselor, ILC Counselor, and Job Coach to arrange a meeting with all involved, including the One-Stop Employment Specialist, to discuss coordination of services and 'get on the same page'. Harry also invited his mother, who had helped to negotiate jobs for Harry in the past and would assist with communication. The Navigator facilitated the first meeting, emphasizing the purpose of coming together to collaborate, prevent duplication of services, communicate and 'get on the same page'. Harry also explained that having all partners communicate and collaborate would help make it less confusing for him.

During the meeting, Harry gave a history of past employment, his strengths and skills, and his opinion on why he was not able to secure a job in over a year: employers are uneducated about hiring people with disabilities. All other representatives also provided information on their history with Harry, including the services that he is eligible to receive and the goals that they are striving to reach. After everyone had a chance to speak, the Navigator summarized the meeting and proposed that the group strategize on how their combined services would benefit and support Harry's employment goals. This would include the responsibilities that Harry would also have in contributing to reaching his employment goals. Harry and others made suggestions on how best to move forward and agreements were made, including:

- One-Stop Employment Specialist would e-mail all job leads and scheduled interviews on a weekly basis to Harry, Commission for the Blind Counselor, Job Coach, Tactile Interpreter, and ILC Counselor.

- Commission for the Blind would pay for all interpreting services for job seeker throughout job search and placement process, including for Harry to participate in Interviewing Workshop at One-Stop, as well as for all interviews.
- Supported Employment Job Coach would accompany job seeker on all job interviews and assist in educating the employer on providing any needed accommodations, as well as to explain the free services provided through Job Coaching.
- ILC Counselor would ensure job seeker had transportation to and from all interviews and thereafter to and from job for a period of 3 months; also, ILC would help to travel train job seeker to use public transportation to and from job thereafter.
- Interpreter agreed to respond by e-mail to all on availability to interpret for scheduled interviews.
- Harry agreed to respond to all e-mails from the group in a timely manner, so that all could coordinate and communicate on regular basis; He also agreed to attend a One-Stop Interviewing Workshop and follow-up on all job leads and interviews sent to him by the One-Stop Employment Specialist.
- Harry's Mother agreed to help out if there is a break-down in communication at any point, as well as to talk with the One-Stop Employment Specialist on behalf of Harry whenever there is uncertainty about an appropriate job for Harry.

Follow-Up & IRT Action

The Navigator took notes from the first IRT meeting and sent out agreements made to all IRT members for review (this served as documentation). The Navigator periodically checked in with One-Stop Employment Specialist to ask about ongoing communication and coordination of services between IRT members. The Navigator only intervened if contacted by a member of the IRT due to communication issues or lack of coordination of services. For example, the Navigator was asked by the One-Stop Employment Specialist and Harry to bring all parties involved in the IRT back together for a face-to-face meeting for various reasons including missed interviews, miscommunications, and once to explore the possibility of Harry being eligible for WIA training. *(NOTE: Harry turned down this offer, stating that he had been through enough training in the past and was ready for employment).*

After 4 months of working with an IRT, Harry secured a job. The One-Stop Employment Counselor offered to lead a final meeting to ensure that all IRT members had accurate information on Harry's place of employment/hours/pay, transportation, and follow-up services offered by each agency.