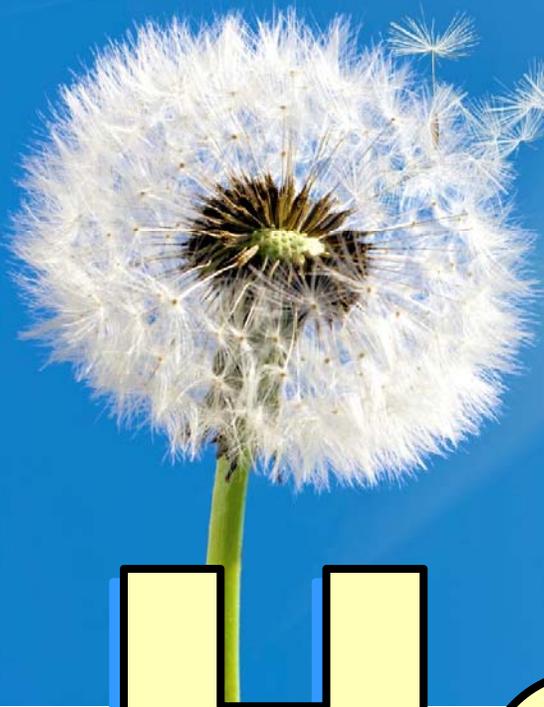


United Services Community Action Agency



Hope

2009

Annual Report



WHAT IS A COMMUNITY ACTION AGENCY?.....

United Services Community Action Agency is a private, nonprofit agency with a 501(c)(3) IRS designation. Community Action Agencies were established under the Economic Opportunity Act of 1964 to fight America’s War on Poverty. Status as a Community Action Agency is the result of an explicit designation by local or state government. United Services belongs to a national network of approximately 1,000 similar agencies, the majority of which received their initial funding under the Economic Opportunity Act.

OUR HISTORY.....

Margaret Mead, an anthropologist, once observed: “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” The same could be said of our beginnings at United Services. In the late 1970’s, a handful of dedicated people resolved to fight poverty in Kansas City through the Community Action movement. They came together and formed a private, nonprofit organization called United Services of Greater Kansas City. The agency was incorporated on December 14, 1978 “to mobilize, coordinate, and focus public and private resources to make maximum impact on those problems and obstacles that affect the lives and the lifestyles of the poor,” and “to provide a vehicle through which the poor will have maximum participation in identifying, developing, and implementing programs that will ultimately change and affect their lifestyles.”

The agency received its initial \$79,000 planning grant and opened its doors shortly thereafter. Over 30 years have passed, our name has changed¹, and our budget has grown—but our sense of purpose and passion remains as strong as that of our founders when they believed they could change this corner of the world by a mix of caring and commitment. We carry that torch into the future and remain aware that no matter how much this agency grows, and no matter how many people may pass through our doors for “services,” that every “number” is a story... is a face... and is someone’s life.

¹The agency’s name changed from United Services of Greater Kansas City to United Services Community Action Agency in 1995.

.....MISSION STATEMENT

United Services' mission is to eliminate poverty among the people of Jackson, Clay, and Platte Counties in Missouri. We focus all available resources toward the goal of assisting low-income individuals, families, and communities in achieving the highest level of self-sufficiency. We serve as advocates for low-income residents by identifying the causes of poverty and developing and implementing a comprehensive approach to eliminate those causes.

.....ABOUT OUR PROGRAMS

Programs provided by United Services address the needs of the low-income by providing both emergency and long-term assistance that offers people the chance to become economically independent. We provide more utility assistance to Jackson, Clay, and Platte County homes than any other organization through the Low-Income Home Energy Assistance Program (LIHEAP) and other energy assistance programs—over 60,000 in FY09—keeping people warm in the winter and cool in the summer.

We regard these programs as an important component in our anti-poverty arsenal because we find that families must have the basic necessities of life taken care of before they can concentrate on higher goals, such as going to school to get a diploma or acquiring improved skills to obtain a better job. And although many people come to us wanting nothing more than their utilities turned back on, some are open to the other opportunities we present to them at that time. Tired of struggling in poverty, some wish for a different life, but aren't sure where or how to start. We show them, step-by-step, how to change their own lives and, thus, the lives of their children—the greatest motivator of all.

.....HOW ARE WE EVALUATED?

ROMA (*Results Oriented Management & Accountability*) is a nationally recognized method of measuring the impact of our efforts on individuals, families and communities. Every CAA is accountable for the effectiveness of their programs. ROMA scores are analyzed at the local, state and national level to determine the future direction of our work. “Best Practices” and improved strategies are shared statewide as well as nationally as we strive to better serve our most vulnerable citizens.

2009

ANNUAL REPORT



All About USCAA
2-3

Board of Directors
4-5

Financial Report
6

Demographics
7

**Feminization
of
Poverty**
8

**Education:
The Path Out of Poverty**
9

Program Roster
10-11

Program Outcomes
12-13

USCAA Staff
14-15



“Once you choose Hope,
anything is possible.”

—Christopher Reeve—

Most people do not believe that statement. Do you? Do you believe only those who are *truly* desperate, with nothing left to lose, would claim something as intangible as “hope” makes *anything* possible. It is like praying in a foxhole when you haven't been particularly religious until the bullets start flying over YOUR head. It's a desperation move. We are, for the most part, skeptical, cautious, and rational types—plus the word, “hope” feels about as solid as a bag of cotton candy as we trudge through the fall-out in today's America.

HOPE is a double-edged sword depending on how it is wielded. Friedrich Nietzsche declared that *hope* was the worst of all evils because it prolonged the torment of man. On the other hand, another philosopher said that, “*Hope is the pillar that holds up the world.*”¹ Two very different viewpoints from two incredibly interesting men. There is, however, a more pragmatic definition of *hope* apart from these two—more of a “working” version. Václav Havel, Czech playwright, essayist, dissident and politician, provides a definition of *hope* as a state of mind that one chooses as motivation to work toward something that the he or she believes is worthwhile. [If Mr. Havel would break that down into *goals* and *targets*, he could be on our case management team because that is essentially what we do with our clients—help them identify something worthwhile they want (job; higher education) and then encourage them toward that goal by removing barriers, keeping their eyes fixed on that newfound “hope” they have for themselves and their family.] Mr. Reeve's version is more succinct than Mr. Havel's, but their core idea is the same: They both believed hope is a choice and that choice makes you take the next step towards your desired goal.

“*Once you choose Hope, anything is possible,*”—this is our organizational “tag-line”—and yes, we *do* believe it. Many of the things we choose to do at United Services are difficult, but they *are* possible. Possibilities become *probabilities* when we take abstract concepts and break them down into concrete strategies, indicators, goals, and targets within our walls. We do that everyday. Yes, we *choose hope* everyday and we show the people who come to us for help how to choose hope as well.

Dr. Zavon Kanion
BOARD PRESIDENT

Tommie Barnett
EXECUTIVE DIRECTOR

¹ Pliny the Elder (Gaius Plinius Secundus (23 AD – August 25, 79), better known as Pliny the Elder, was a Roman author, naturalist, and philosopher, as well as naval and army commander of the early Roman Empire.

Vision

WE ENVISION A NATION
where people have unrestrained opportunity
and poverty is no longer a threat to the
futures of our children.

Board of Directors

2009

DR. ZAVON KANION
President

MR. ALAN GREMLI
1st Vice President

MR. RALPH REID
2nd Vice President

MR. STEWART S. MYERS
Secretary

MS. JANE FOWLER
Treasurer

MR. MARK LINDSAY
Parliamentarian

MS. LINDY BELTON

MR. JERRY BLAIR

MR. PATRICK DOBSON

MS. MEG HARDING

MS. BARBARA LUNN

MR. CLYDE MCQUEEN

MAYOR DON REIMAL

MS. SARA JO SHETTLES

MR. TROY THOMAS

COMMUNITY ACTION

Structure & Board Composition



*Community Action Agencies are
the following:*

- Private nonprofit or public organizations that were created by the federal government in 1964 to combat poverty in geographically designated areas;
- Status as a CAA is the result of an explicit designation by local or state government;
- Part of a national network of similar agencies, the majority of which received their initial designation, federal recognition, and funding under the amended Economic Act of 1964.

Community Action Agencies have a democratically selected governing board that is tripartite in structure. The three-part structure ensures that the board is diverse and that the interests of the poor are well-represented. The board composition includes:

- At least one-third must be low-income people or their representatives;
- One-third must be local public officials or their designees;
- And the remaining representatives shall be from the business, industry, labor, religious, social welfare, and other private groups in the community.

Financial Report

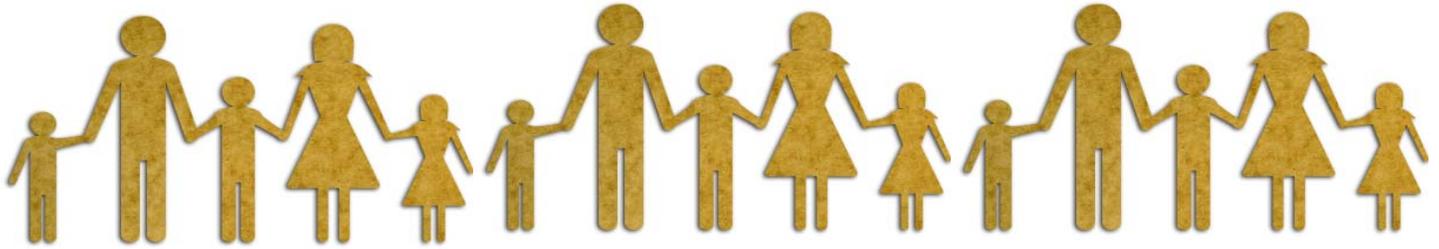


“Every time
you spend
money,
you’re
casting a
vote for the
kind of
world
you want.”

~Anna Lappe

FEDERAL REVENUE	FY09	FY08
Community Services Block Grant (CSBG)	2,017,528	1,909,741
Community Services Block Grant—ARRA	759,361	—
Energy Crisis Intervention Program (ECIP)	7,393,733	5,051,910
Supportive Housing Program Grant	86,703	147,402
Federal Emergency Management Agency (FEMA)	64,580	37,017
TOTAL FEDERAL REVENUE	10,321,905	7,146,070
STATE REVENUE	FY09	FY08
Homeless Challenge Program	79,104	110,325
Hero & Dream Program	87,126	—
Missouri Association for Community Action	74,434	46,671
TOTAL STATE REVENUE	240,664	156,996
PRIVATE REVENUE	FY09	FY08
Twice-As Nice Sales	21,656	23,346
Cash Contributions	61,390	81,747
City of Excelsior Springs	1,771	1,450
City of Riverside	18,845	—
Missouri American Water	2,173	2,367
Heart of America United Way	93,727	96,745
Greater Kansas City Community Foundation	3,951	—
United for Hope/United for Help	5,351	—
Mid-America Assistance Coalition (MAAC)	3,525	—
Salvation Army	3,438	2,606
Interest Income	17,524	96,972
Miscellaneous Income	4,112	(2,327)
In-Kind Contributions*	268,847	264,240
TOTAL PRIVATE REVENUE	506,310	567,146
TOTAL SUPPORT & REVENUES	\$11,068,879	\$7,870,212

* **In-Kind Contributions** are goods and services community members donate to the agency for the benefit of low-income people. Toys, blankets, food, clothing, pots & pans, furniture, school supplies, volunteer hours and many other types of items are donated by people who care in our community.



Demographics

Total unduplicated number of persons served: 36,791

(These numbers do not include the individuals served by LIHEAP)

Number of unduplicated families: 13,619

Gender:

Male 15,015
Female 21,776

Age:

0 to 5 5,787
6 to 11 6,499
12 to 17 5,279
18 to 23 3,615
24 to 44 9,957
45 to 54 3,363
55 to 69 1,781
70+ 510

Ethnicity:

Hispanic or Latin 1,332
Not Hispanic or Latin: 36,459

Race:

Black or African American 19,198
White 13,937
American Indian/Alaska Native 187
Asian 59
Native Hawaiian & Other Islander 101
Other 2,913
Multi-race *(any 2 or more of the above)* 396

Educational Attainment:

(for adults 24+/base number = 15,611)

0-8th grade 520
9th-12th grade *(non-graduate)* 3,711
High School Graduate/GED 8,363
12+ *(some post-secondary)* 1,962
2 or 4 year College Degree 1,055

Other Characteristics:

Have no health insurance 23,043
Disabled 7,213

Source of Family Income:

No income 1,147
TANF¹ 1,614
SSI² 2,057
Social Security 1,369
Pension 106
General Assistance³ 9
Unemployment Insurance 831
Employment + other sources 532
Employment only 3,507
Other 395

Level of Family Income:

(% of Federal Poverty Guidelines)

≤ 50% 7,671
51% to 75% 1,553
76% to 100% 1,627
101% to 125% 1,192
126% to 150% 733
151% to 175% 348
176% to 200% 175
201% and over 320

Household Size *(number living in household):*

1 4,337
2 2,856
3 2,735
4 2,005
5 1,051
6 379
7 174
8 or more 82

Housing:

Own 2,049
Rent 10,319
Homeless 217
Other 1,034

¹TANF: *Temporary Assistance for Needy Families* is a federal program that provides low-income parents with temporary financial assistance for a limited length of time (5 years or less) while they learn job skills and obtain work experience.

²SSI: *Supplemental Security Income* is a federal program that provides supplemental income for low-income individuals who are either disabled, blind or 65 years of age or older.

³General Assistance: The *General Assistance* program provides people with money and limited medical care if they are not eligible for the other programs and are "not employable" *(there are additional criteria to be met as well)*.

Feminization of Poverty

In sociology, there is a term called the “*Feminization of Poverty*”. First, what it is *not*: The feminization of poverty should not be confused with the existence of higher levels of poverty among female-headed households. Feminization is a process; 'poverty' is a state. It is also a relative concept based on a women-men (or female-male/couple headed households) comparison, where what matters are the differences (or ratios, depending on the way it is measured) between women and men at each moment. Since the concept is relative, the feminization does not necessarily imply an absolute worsening in poverty among female-headed households. If poverty in a society is sharply reduced among men and is only slightly reduced among women, there would still be a feminization of poverty. For example, if the economy in general is bad, and men and women are both equal in their rates of poverty, then there would be no basis for which to claim the *Feminization of Poverty* theory, however, if the economy is bad for men and **terrible** for women—that is what makes the concept of the *Feminization of Poverty* a valid one. It is about **inequality**.

A concrete example of the *Feminization of Poverty*: Sally and Harry have both worked for the same factory for 20 years. Assume their work history and work performance is identical, except for one thing: When there is a lay-off at the factory, Sally is out the door and Harry is not. Sally has just experienced one of the effects of the *Feminization of Poverty*. If she then finds out that Harry has been making \$10,000 a year more than she did throughout the 20 years they worked together and he had no more skills or education than she did, she has experienced yet another effect of the *Feminization of Poverty*. And if she finds out that *all* the laid off men at the factory get called back to work *before* the laid off women, she now has a great lawsuit to file! Regrettably, most of the time in the real world, all the “Sallys” never find out how unfairly they have been treated. However, once in awhile someone lets something slip...

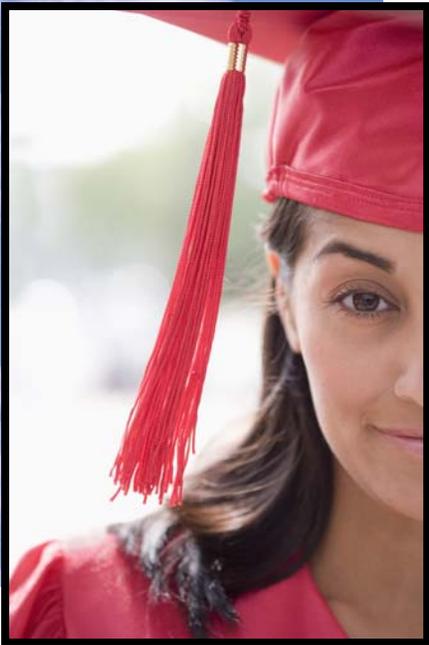
The Case of Lilly Ledbetter

In 1979 Lilly Ledbetter began work at GOODYEAR TIRE AND RUBBER COMPANY in its Alabama location—a union plant. During her years at the factory as a salaried worker, raises were given and denied based on evaluations and recommendations regarding worker performance, as is typical. Then one day, someone anonymously slipped her a note and her world—and the world of our daughters—changed.

The note told Lilly that she was *substantially* underpaid when compared to her male co-workers. Moreover, the note told her *exactly* by how much. Lilly was stunned. She had been a good employee for 20 years and was near retirement. The next move was hers. She filed formal charges with the EQUAL EMPLOYMENT OPPORTUNITY COMMISSION. In November 1998, after early retirement, Ledbetter sued, claiming pay discrimination under *Title VII of the Civil Rights Act of 1964* and the *Equal Pay Act of 1963*. When she began her employment, she started with the same pay but by retirement, she was earning \$3,727 per month compared to 15 men who earned from \$4,286 per month (*the lowest paid man*) to \$5,236 per month (*the highest paid man*). This meant that Lilly was paid **\$6,708 less** (*approximately 14% less*) than the *lowest* paid man per year. The Supreme Court did not rule on whether this was discrimination, just if the statute of limitations to sue would be upheld (*which they did vote to uphold the statute of limitations, giving Lilly no legal recourse*).

Therefore in Lilly’s case there is a mixed ending to her story. Although the Supreme Court ultimately upheld the statute of limitations in Goodyear’s favor, on January 29, 2009, the new President Obama signed his first bill into law—The *Lilly Ledbetter Fair Pay Act*. Nonetheless, all those years of being under-compensated hurt Lilly in a very quantifiable way because her retirement was based on what she earned while she was working. “So I am a second-class citizen for the rest of my life. I will never be compensated for my lower wages; and my pension and my Social Security wages are much lower because Goodyear paid me less,” said Lilly, “but [the Fair Pay Act will] help our daughters, our granddaughters in the future.”

Education: The Pathway out of Poverty



One of the ways a woman can lessen the odds of becoming a “Lilly Ledbetter” is to attain as much education as possible—as early as possible.

Dramatic changes in poverty statistics over the past four decades has been the increase in female-headed households with dependent children. As times change, single mother households are becoming progressively prevalent, in part because of the growing amount of unwed mothers, and also because nearly half of all marriages now end in divorce. Unfortunately, unless these women have a college degree and/or job skills in the “right” field, most are not able to earn a “livable wage” to support themselves and their children.

Instead, many women become caught up in a continuing cycle of

poverty. Stuck in low paying jobs that barely pay for the everyday necessities, there is no way to scrape together enough to afford the costs of doing what it takes to get out of poverty—go to college or a trade school to obtain the skills necessary to compete in today’s workforce. The costs associated with tuition, books, supplies—not to mention the costs of additional childcare and gasoline for the car—seem overwhelming to a budget already stretched to the penny.

For women, higher education has proven to be the *only* factor that makes a substantial difference in annual income among peer groups. Although gender-biased wage differences exist at all levels of education, a degree provides women the edge they need to succeed in their personal and professional lives.

United Services recognizes the importance of higher education for our clients and the difference it makes in their lives. As a result, we have two programs that overtly stress education as one of their primary goals:

1) The **Family Support Case Management** program works one-on-one with low-income participants for six or more months. USCAA Case Managers have small case loads (under 25 families) and work intensively with each family until they meet their goals;

2) In our **Missourians Building Assets** program, low-income participants are given the opportunity to save money toward their post-secondary education goal. USCAA provides an added incentive by sweetening the deal with a \$2 to \$1 dollar match—for every dollar they save, we provide two more dollars.

FYI

- **Women with only a high school diploma and no college, were 43% more likely to be living in poverty than men with an identical level of education.**
- **Conversely, the higher the level of educational attainment, the differences between the incomes of men and women are significantly decreased.**

Source:
www.ohioline.osu.edu

OUR PROGRAMS...

FAMILY INTAKE, ASSESSMENT & REFERRAL (FIAR)

This is the initial assessment used to determine eligibility for USCAA programs and services. FIAR focuses on *all* the potential needs of each family that requests service, searching beyond apparent needs to identify underlying problems. An outside referral system to other programs and services is also in place to address issues outside USCAA's realm.

SUPPORTIVE HOUSING

USCAA focuses on encouraging self-sufficiency by subsidizing a family's housing payment for up to 2 years. Our amount gradually decreases as the family demonstrates increased self-sufficiency, while a case manager works one-on-one with the family offering continual support. The case manager coaches the family through this transitional-to-permanent housing program, assuring them of their ability to work toward long-lasting success.

LIFE SKILLS

Life skills are educational workshops on various topics, including: Character Development, Stress and Income Management, Nutrition on a Budget, Dressing for Success, Youth and Infant Development Stages, and Child Support Issues.

FAMILY SUPPORT PROGRAM

Intensive, long-term case management focusing on the goals of education and employment where a USCAA Case Manager works with a client one-on-one to help them reach their employment or education goal as a way to attain lasting self-sufficiency.

TARGETED COACHING

One-on-one counseling is provided for the *newly poor*, or those who have suffered a recent job loss, illness, or other crisis that has suddenly throw them into the 'needy' category. Targeted coaching focuses on assisting these individuals and families, allowing them to get through the crisis and get back on their feet again.

POVERTY SIMULATIONS

These simulations held throughout the community provide a way to "walk in another man's shoes," where community members face the real-life situations that those living in poverty confront on a daily basis. Simulation participants come away with a new understanding and heightened sensitivity concerning poverty issues.

JOB FAIRS

Local employers are invited to attend quarterly job fairs, giving them a chance to interact with potential low-income workers. Employers are able to accept applications and/or interview workers, giving low-income people the opportunity to meet with many potential employers in one location.

JOB READINESS

A 12-hour class presents unemployed or underemployed low-income people with important, updated information necessary to succeed in today's job market. Class participants have the opportunity to put this knowledge to work in our Computer Lab, using the Internet to perform job searches and create resumes.

WORK EXPERIENCE

Skills and income are increased by placing participants at established job sites where their salaries are USCAA-subsidized for a period of time. Our wage subsidy encourages employers to give low-income workers, who may not have good work histories, a 'second chance' for self-supporting employment. Each low-income participant is individually supported by a case manager, helping them overcome any barriers that may affect their employment.

PAVE THE WAY (*Project Assets and Values in Education*)

These after school classes encourage low-income young people to reach beyond their current circumstances and put themselves in a better position to succeed. Classes meet 3 days a week, with 4 phases to the PAVE experience: PHASE I deals with personal development and work readiness where the students evaluate their attitudes, choices, and behaviors and are instructed on how each can affect their ability to gain and retain employment. PHASE II AND III allow students to evaluate their skills and explore career options. This includes participation in career assessments, as well as researching education and training expectations for fields of interests. There is also a paid work experience option. And finally, PHASE IV is the *Leadership Development Institute*, which is designed to unite these young people with adults who are interested in mentoring. PAVE the Way is working with the Hickman Mills School District.

BACK-TO-SCHOOL FAIRS

These fairs provide school supplies, community resource education, health services and FUN to low-income children and their families.

MISSOURIANS BUILDING ASSETS (MBA)

Our Individual Development Account (IDA) program encourages low-income people to save for 'lasting assets' such as: home ownership, microenterprise or post-secondary education. In national IDA-related research, the attainment of these types of assets has been shown to help low-income people make a permanent move out of poverty.

LIHEAP

(Low-Income Housing Energy Assistance Program)

The LIHEAP funds provide assistance to low-income people who are not able to pay their home energy bills. There are 2 types of LIHEAP assistance: 1) *Energy Assistance (EA)*, which is a yearly non-crisis subsidy for qualifying low-income households; and 2) *Energy Crisis Intervention Program (ECIP)*, which is used only in crisis situations for heating and cooling expenses.

POVERTY-IN-FOCUS

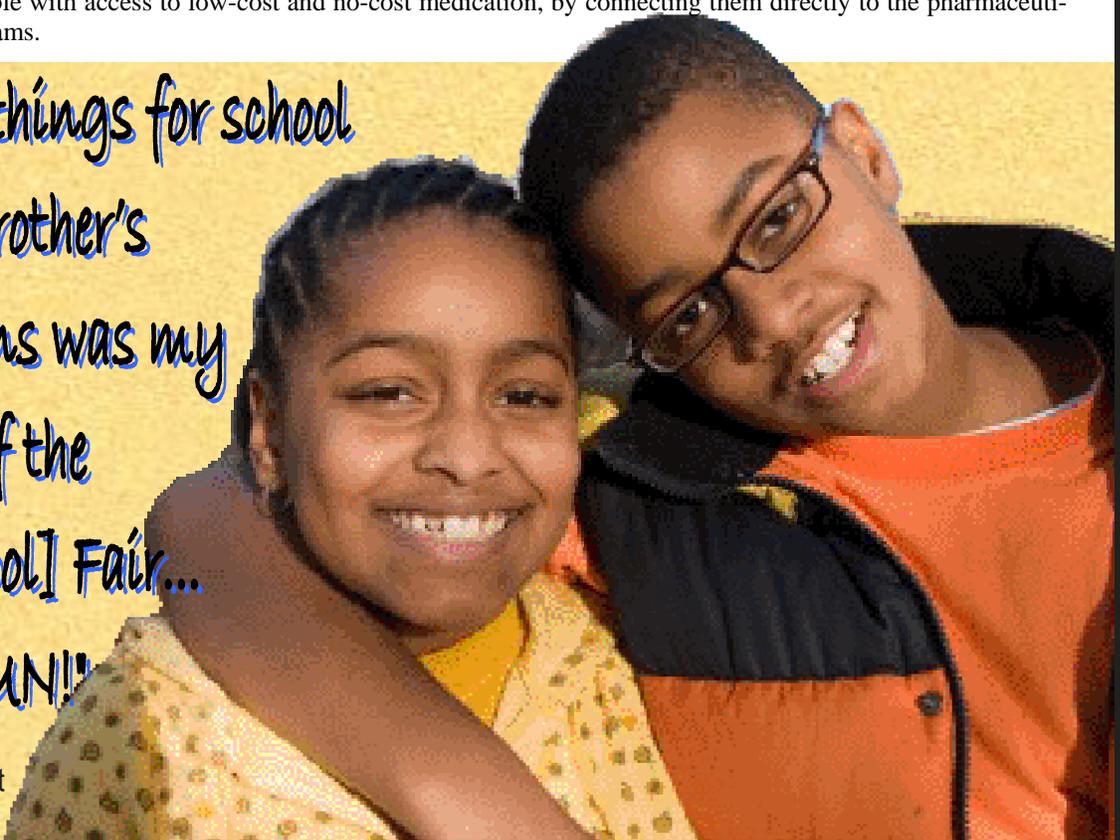
USCAA's monthly newsletter to the community with some of the latest research about poverty, as well as local and national poverty-related topics.

YOUTH-LED COMMUNITY SERVICE PROJECT

A new USCAA program for low-income youth that engages them in performing community service for low-income neighborhoods. Improving the neighborhoods by cleaning up eyesores, planting trees and flowers, and encouraging neighborhood participation, will also help build leadership skills and a sense of purpose for the youth participating.

LOW-INCOME PRESCRIPTION ASSISTANCE PROGRAM

Provides low-income people with access to low-cost and no-cost medication, by connecting them directly to the pharmaceutical companies' drug programs.



"Getting new things for school
and not my brother's
hand-me-downs was my
favorite part of the
[Back-to-School] Fair...
plus, it was FUN!"

9 year-old Fair participant

"What we think,
or what we know,
or what we believe is,
in the end,
of little consequence.
The only consequence
is in what we do."

~John Ruskin
19th Century Artist

This sentiment is equally true with every funding source, board member, and concerned community partner who wants to know the answers to these results-based questions: *Did the program produce good results? Did it provide an adequate return-on-investment? Did it help the client in an essential and meaningful way?* And the most important, bottom-line question of all: *Did the program do what we claimed it was going to do?*

These two pages present a sampling of program results, also called "outcomes" presented in a straightforward, no-frills fashion.

[To the Reader: When reading numbers, it is easy to lose sight of what those numbers really mean. As you read, please remember that every number on these two pages represent an event that had a significant impact on someone's life. That's why even the "small" numbers are important and worthy of reporting.]

92.4%

(254/275) people who were unemployed and obtained a job.

100%

(40/40) people moved out of poverty in our case management program. (To qualify for USCAA case management, the families must be the officially designated poor as outlined by the Federal Poverty Guidelines.) Forty (40) families participating in case management were successful in moving out of poverty and above the Federal Poverty Guidelines.

498

people obtained pre-employment skills or competencies required for employment and received a training program certificate or diploma.

100%

(138/138) people obtained access to reliable transportation and/or a driver's license in order to acquire or maintain employment.

85%

(51/60) youth successfully completed our first year of after school PAVE the Way classes and increased their job readiness and social skills.

Congratulations, Graduates!

80%

(32/40) people obtained care for their child or other dependant in order to acquire or maintain employment.

85%

(17/20) people enrolled their children in "before" or "after" school programs, in order to acquire or maintain employment.

463

households were helped with food assistance to help stabilize the family while the breadwinner was engaged in one of our employment activities.

14,293

volunteer hours were donated to USCAA!
(Thank You!)

1,994

people obtained safe and stable housing.

330

the number of people who become engaged in community activities or groups created or supported by Community Action.

"However beautiful the strategy, you should occasionally look at the results."

~Winston Churchill



130 faith-based organizations worked with USCAA to expand resources and achieve family and community outcomes.

2,288 Senior Citizens maintained an independent living situation as a result of the services they received from USCAA.

4,982 people with disabilities maintained an independent living situation because of the services they received from USCAA.

9,680 received emergency food assistance.

47,969 emergency (*i.e., utilities/housing*) payments made on behalf of families in need.

2,820 Parents and other adults learn and exhibit improved family functioning skills.

4,785 people received clothing from USCAA.

4,930 children obtained age-appropriate immunizations, medical and dental care at USCAA's Back-to-School Fairs.

\$7,545,016—The total amount of energy assistance dollars USCAA distributed to heat homes in the winter and cool homes in the summer.

297 community members were mobilized by Community Action and participated in community revitalization and anti-poverty initiatives.

\$488,786 The dollar amount raised by private resources, including foundations, corporations, and individual contributors for USCAA and the people we serve.

USCAA



"What I do [at USCAA] is not for money or recognition or even for the abstract concept of 'social justice' I learned about in my Social Work classes in college. The real motivation behind my work is that I believe what I do really matters.

"Bottom line, I believe if I keep hope alive for a family and keep working on their behalf, it WILL make a difference in their lives. Even if they fail to take advantage of the opportunities we offer them now, I believe our efforts are not wasted. I always believe 'seeds' have been planted and at some time those seeds will grow when it is the right time for them [the client].

They will remember that someone here cared about them and for many of them, we are the first people in their lives who have [cared]. They will remember that. I often have clients come back and tell me that very thing—that they didn't give up because I didn't give up on them. That says it all.

"That's why I do what I do here. It's just for those little moments that might make a difference in someone else's life. I'm not out to save the world, but I wouldn't mind helping out a few of my sisters or brothers on the planet before I go."

-USCAA Staff Member

- Armstead, Chrissy _____ Energy Assistance Specialist
- Ashley, Sandy _____ Life Skills/Employment Specialist
- Barnett, Tommie _____ Executive Director
- Blurton, Laellen _____ Resource Specialist
- Bonny, Miles _____ Communications Coordinator
- Brabits, Kimberly _____ Northland Outreach Manager
- Buford, Wanice _____ Receptionist
- Buhrmester, Linda _____ Case Manager
- Campbell, Clifton _____ Program Director
- Campbell, Iesha _____ Energy Assistance Specialist
- Canady, Pat _____ Accountant I
- Carroll, Cynthia _____ Clerk/Office Assistant
- Clark, Peggy _____ Resource Specialist
- Conard, Anthony _____ Life Coach
- Davis, Cecilia _____ Data Entry Technician
- Davison, Vivian _____ Life Coach
- Dean, Shaylyn _____ LIHEAP Manager
- Diven, Bonnie _____ Thrift Store Clerk
- Dorsey, Linda _____ Receptionist
- Dunshee, Debra _____ Case Manager
- Flowers, Alice _____ West Outreach Supervisor
- Freeman, Al _____ LIHEAP & Central Outreach Supervisor
- Gillespie, Teri _____ Resource Manager
- Guinn, Hanni _____ Northland Outreach Supervisor
- Hamilton, Alene _____ Resource Specialist
- Harris-Freeman, Angel _____ Energy Assistance Specialist
- Harvey, Kay _____ Fiscal Director
- Helin, Erika _____ Life Coach
- Hudson, George _____ Life Coach
- Hughes, Glenn _____ Job Readiness/Employment Specialist
- Hunley II, Alphonso _____ Employment Services Manager

Staff

Inskeep, DeAnn _____ Employment Case Manager
Johnson, Karen _____ Resource Specialist
Jolly, Hope _____ Case Manager
Jones, Mary _____ Resource Specialist
Jones, Steven _____ Life Coach
Kelecho, Abera _____ Case Manager
Ladner, Theresa _____ Resource Specialist
Masoner-Long, Jackie _____ Resource Specialist
May, Olivia _____ Resource Specialist
McCullough, Karen _____ Employment Case Manager
Miller, Verna _____ Data Entry Technician
Mulford, Tara _____ Life Coach
Munroe, Jennifer _____ Family Support Manager
Nicely, Linda _____ Resource Specialist
Norris, Cathy _____ Clerk/Office Assistant
Ogbuehi, Irene _____ Case Manager
Olivares, Rick _____ Case Manager
Pate, Helen _____ Thrift Store Clerk
Pennington, Tracy _____ Resource Specialist
Planchock, Terrie _____ East Outreach Supervisor
Rach, Debra _____ Resource Specialist
Ramos, Serina _____ Resource Specialist
Richardson, Verette _____ Resource Specialist
Scherman, Derek _____ Resource Specialist
Sparks, Holly _____ Resource Specialist
VanNoy, Debra _____ Energy Assistance Specialist
Walton, Jennifer _____ Case Manager
Wicklund, Sean _____ Computer Support Specialist
Williams, Doshon _____ Life Coach
Winn, Carol _____ Receptionist
Wright, Anita _____ Receptionist

"If someone listens,
or stretches
out a hand,
or whispers
a kind word
of encouragement,
or attempts to
understand
a lonely person,
extraordinary
things
begin to happen."

-Loretta Girzartis
American educator and writer, circa 1920



LOCATIONS



ADMINISTRATIVE OFFICE & CENTRAL JACKSON COUNTY OUTREACH

6323 Manchester Avenue
Kansas City, Missouri 64133
816.358.6868

WEST JACKSON COUNTY OUTREACH

299 Paseo
Kansas City, Missouri 64106
816.923.9400

EAST JACKSON COUNTY OUTREACH

3675 S. Noland Road, Suite 100
Independence, Missouri 64055
816.833.4333

CLAY COUNTY/EXCELSIOR SPRINGS OUTREACH

218 South Street
Excelsior Springs, Missouri 64024
816.630.0037

CLAY COUNTY/NORTHLAND OUTREACH

1104 N.E. Vivion Road
Kansas City, Missouri 64118
816.459.9615

PLATTE COUNTY OUTREACH

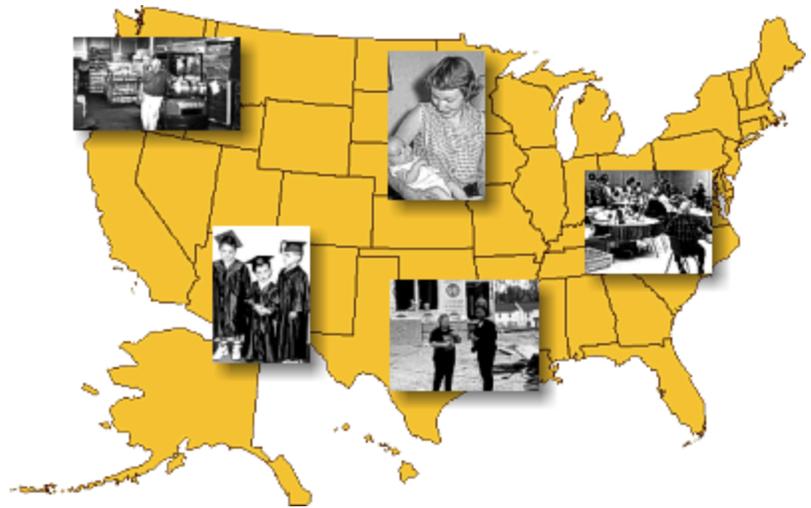
412 Aller
Tracy, Missouri 64079
816.858.5153

TWICE-AS-NICE THRIFT STORE

235 Main Street
Platte City, Missouri 64079
816.431.3640

EMPLOYMENT OUTREACH

8801 East 63rd Street, Suite 201
Kansas City, Missouri 64133
816.268.6920, ext. 229



About This Publication...

UNITED SERVICES COMMUNITY ACTION AGENCY

is part of the nationwide network
of Community Action mandated by law
since 1964 to fight poverty
in every community in America.

UNITED SERVICES' designated communities
of service are those located in the
Jackson, Clay and Platte Counties in Missouri.

This, our **2009 Annual Report**,
condenses our 2009 fiscal year (10-01-08 to 09-30-09)
into 12 pages of program results,
demographics, financial information,
and special events.

If you have questions about this publication
or want more information about our work,
please contact either Tommie Barnett,
Executive Director at (816) 358-6868, ext. 244
or Teri Gillespie, Resource Manager
at (816) 358-6868, ext. 233.

