

2010

Annual Report



Hope

n. 1: desire accompanied by the expectation of fulfillment 2: promise for the future 3: to expect with confidence

United Services Community Action Agency

Promise

- n. 1: a pledge to do something specific**
- 2: to give ground for expectation**
- 3: someone who has potential**

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 changes, 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.**

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



Who Are We?

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 over 1,000 similar agencies, the majority of which received their initial funding under the Economic Opportunity Act.

Mission Statement

The mission of United Services Community Action Agency is to assist low-income residents of Jackson, Clay, and Platte Counties, Missouri in their efforts to become self-sufficient by providing programs and services to improve the quality of their lives and the opportunity to eliminate the causes of poverty.

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—nearly 60,000 in FY10—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 are not 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.



*"All the darkness in the world
cannot extinguish the light
of a single candle."*

St. Francis of Assisi
(1181-1226)

There is a Chinese proverb that has less of a theological perspective and more of a practical twist on the same theme: *Better to light a candle than to curse the darkness.* Either viewpoint—spiritual or practical—encourages the reader to choose *light* over darkness.

Few would disagree that there is much *darkness* in our country today—continuing war, the threat of terrorism, a widening chasm between the *have's* and the *have-not's*, crushing national debt, a broken healthcare system, and a number of elected officials who seem unwilling or unable to stop playing politics and get serious about any of it. Many wonder if America's once bright *light* is slowly being snuffed out.

Still, *darkness* is what children fear and we are not children. Not untried or inexperienced, Community Action has seen *darkness* before and has continually kept the *flame* burning brightly, bringing low-income issues to light no matter how bleak the national or local environment.¹ Because of this history with the Community Action movement and the mettle it forges, we know it can adapt and flourish even in the darkest of environments—and *it must*, for we serve not ourselves, but others—not the rich, but the poor—not those who are represented, but those who are silenced.

In today's America, choosing *light* over darkness and *hope* over despair requires that we, as advocates for the Poor, have more character, more strength and more resilience than has been asked from us for a generation. ***It is time to summon our courage and light more candles.***



BOARD PRESIDENT



EXECUTIVE DIRECTOR

¹ Read, *The History of Community Action*, on USCAA's website: www.CHOOSE-HOPE.org

Vision



Board of Directors

 2010 

DR. ZAVON KANION
President

MR. ALAN GREMLI
1st Vice President

MS. JANE FOWLER
2nd Vice President

MR. STEWART S. MYERS
Secretary

MS. BARBARA LUNN
Treasurer

MR. MARK LINDSAY
Parliamentarian

MS. LINDY BELTON

MR. JERRY BLAIR

MR. PATRICK DOBSON

MR. CLYDE MCQUEEN

MR. KEVIN MORGAN

MR. RALPH REID

MAYOR DON REIMAL

MR. TROY THOMAS

COMMUNITY ACTION

Structure & Board Composition



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

FEDERAL REVENUE	FY10	FY09
Community Services Block Grant (CSBG)	2,037,404	2,017,528
Community Services Block Grant—ARRA	2,467,389	759,361
Energy Crisis Intervention Program (ECIP)	6,863,565	7,393,733
Supportive Housing Program Grant	207,234	86,703
Federal Emergency Management Agency (FEMA)	63,764	64,580
TOTAL FEDERAL REVENUE	11,639,356	10,321,905

STATE REVENUE	FY10	FY09
Homeless Challenge Program	—	79,104
Hero & Dream Program	132,691	87,126
Missouri Association for Community Action	88,362	74,434
TOTAL STATE REVENUE	221,053	240,664

PRIVATE REVENUE	FY10	FY09
Twice-As Nice Sales	21,841	21,656
Cash Contributions	56,723	61,390
City of Excelsior Springs	1,694	1,771
City of Riverside	14,620	18,845
Missouri American Water	3,213	2,173
Heart of America United Way	72,893	93,727
Greater Kansas City Community Foundation	3,515	3,951
United for Hope/United for Help	9,649	5,351
Mid-America Assistance Coalition (MAAC)	1,400	3,525
Salvation Army	2,375	3,438
Interest Income	9,631	17,524
Miscellaneous Income	6,592	4,112
In-Kind Contributions*	231,892	268,847
TOTAL PRIVATE REVENUE	436,038	506,310

TOTAL SUPPORT & REVENUES **\$12,296,447** **\$11,068,879**

Stewardship

- n. 1: one actively concerned with the financial affairs of an organization
- 2: accountability with resources

* **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: 51,121

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

Number of unduplicated families: 20,167

Gender:

Male 21,020
Female 30,101

Age:

0 to 5 7,006
6 to 11 8,458
12 to 17 7,038
18 to 23 5,545
24 to 44 13,837
45 to 54 5,445
55 to 69 3,033
70+ 759

Ethnicity:

Hispanic or Latin 1,894
Not Hispanic or Latin: 49,227

Race:

Black or African American 28,348
White 17,909
American Indian/Alaska Native 247
Asian 93
Native Hawaiian & Other Islander 197
Other 3,325
Multi-race *(any 2 or more of the above)* 1,002

Educational Attainment:

(for adults 24+/base number = 23,074)

0-8th grade 831
9th-12th grade *(non-graduate)* 5,798
High School Graduate/GED 11,978
12+ *(some post-secondary)* 2,971
2 or 4 year College Degree 1,496

Other Characteristics:

Have no health insurance 16,983
Disabled 3,557

Source of Family Income:

No income 3,992
TANF¹ 2,047
SSI² 2,701
Social Security 2,410
Pension 251
General Assistance³ 7
Unemployment Insurance 1,485
Employment + other sources 691
Employment only 4,423
Other 6,152

Level of Family Income:

(% of Federal Poverty Guidelines)

≤ 50% 11,330
51% to 75% 3,014
76% to 100% 2,584
101% to 125% 1,696
126% to 150% 826
151% to 175% 331
176% to 200% 164
201% and over 222

Household Size *(number living in household):*

1 7,484
2 4,093
3 3,576
4 2,581
5 1,466
6 624
7 226
8 or more 117

Housing:

Own 2,606
Rent 15,500
Homeless 850
Other 1,211

¹ TANF: *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.

² SSI: *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.

³ General 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)*.

Program Highlight

Designed to provide career education and opportunity for high school juniors and seniors from low-income families, PAVE the Way is uniquely positioned to help young people reach beyond their current circumstances and put themselves in the best possible position to be successful. Students meet 3 days a week, for a total of 5.5 hours each week, and are paid a stipend (\$7.25 an hour) upon completion of each 32 hour session. Participants in the PAVE the Way program must live in a family whose income is at or below 125% of the Federal Poverty Guidelines and reside in Kansas City, MO.

One of the great barriers facing many impoverished Americans is that they may lack the social and educational background that other classes take for granted. Things like appropriate attire, punctuality, social skills and etiquette are not innate. All too often, individuals in poverty simply do not know how to play the game, and are therefore left standing on the sidelines. The primary goal of PAVE is to help young people understand how to play the game. Through a four-phase program, students are introduced to the concepts and practices necessary for them to become productive and successful members of the work force.

Phase I deals with personal development and work readiness. Personal development begins, not with the work place, but with the students themselves. They are asked to evaluate their attitudes, choices, and behaviors, and instructed on how each can affect one's ability to gain and retain employment. Topics include emotional and physical health, etiquette, ethics and integrity, customer service, and dealing with substance abuse, anger, and sexual harassment. This is a critical phase. Beginning with opportunities to be successful at the personal level, PAVE students are then shown how those personal successes can transition to the professional level.



Phases 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 interest. Students are visited by adults currently working in the job field, allowing them the opportunity to discuss careers with someone who is currently in the industry. They also learn to create effective resumes, practice interviewing skills and make contact with prospective employers through participation in job fairs. PAVE also implements a *paid work experience* option for students in the program. Through partnerships with area businesses, government agencies and not-for-profit organizations, students will have the opportunity to intern in their field of interest, while continuing to receive stipend compensation from USCAA. This is real world, hands-on training that will allow students to gauge their interest level in pursuing their chosen field as a career.

Finally, **Phase IV** is the *Leadership Development Institute*, designed to unite young people with adults who share similar skills and interests within the community. The goal of the institute is to harness and develop the leadership potential of local youth and connect them with career and service-oriented opportunities. Students have the opportunity to work with local businesses, serve on local committees and boards, and continue the education and training necessary to meet their goals.

United Services has always been committed to ensuring that low-income people have the knowledge, skills and support they need to get out of poverty—*permanently*. That's why it is exciting to be working with high school youth who are just beginning to prepare themselves for the job market, and are still evaluating their future goals and plans. PAVE the Way helps them focus those goals, and make their plans based on educated and well thought-out decisions. We believe this program will not only improve the lives of the students involved, but for their families and communities as well...

And that is what Community Action is all about.

PAVE the Way

Projects, Assets & Values in Education

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 requesting our services, 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.

LIFE SKILLS CLASSES

These 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.

JOB FAIRS

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

JOB READINESS CLASSES

These 12-hour classes present unemployed or underemployed low-income people with relevant, 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.

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 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.



Programs...



SUPPORTIVE HOUSING

USCAA focuses on encouraging self-sufficiency by subsidizing a family's housing payment for up to 2 years. The amount USCAA pays 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, encouraging them of their ability to work toward long-lasting success.

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 economic independence.

TARGETED COACHING

One-on-one counseling is provided for the *newly poor*—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 back on their feet again.

YOUTH-LED COMMUNITY SERVICE PROJECT

A USCAA program for low-income youth that engages them in performing community service for low-income neighborhoods. Cleaning up eyesores, planting trees and flowers, this program also encourages neighborhood participation, while its young participants learn to work in teams, build leadership skills, as well as a sense of purpose and pride in a job well done.

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

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.

"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 the program do what we claimed it was going to do?* And the most important, bottom-line question of all: *Did it help the client in an essential and meaningful way?*

These two pages present a sampling of program results, also called "outcomes" presented in a straight-forward, 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.]

42,364 people received utility assistance

11,916 families received emergency winter utility assistance

5,716 families received emergency summer utility assistance

13,872 people received emergency food

3,021 people received rent or mortgage assistance

8,097 people received clothing

430 children attending the Back-to-School Fair received vouchers to purchase new shoes for school

402 senior citizens were able to access flu shots and other services while attending the Senior Citizen Fair

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

~Winston Churchill



2,550 people obtained skills needed for employment

409 people obtained Certified Nursing Assistant (CNA) certification

502 youth improved their job readiness and social skills

21 youth obtained employment

670 people who were unemployed, obtained a job

88 people obtained an increase in income and benefits while maintaining employment

31 new jobs were created in FY10

9,407 volunteer hours were donated to USCAA

Staff

Service

***n. 1: to act for
the benefit
of others
2: work
performed on
behalf of a
cause or
mission***

Ashley, Sandy _____ Life Skills Specialist

Barnett, Tommie _____ Executive Director

Buhrmester, Linda _____ Case Manager

Campbell, Clifton _____ Program Director

Canady, Pat _____ Accountant I

Clark, Peggy _____ Resource Specialist

Dean, Shaylyn _____ LIHEAP Manager

Diven, Bonnie _____ Thrift Store Clerk

Flowers, Alice _____ West Jackson Outreach Supervisor

Freeman, Al _____ Central Jackson Outreach Supervisor

Gillespie, Teri _____ Resource Manager

Gillespie, Cindy _____ Resource Specialist

Hamilton, Alene _____ Resource Specialist

Harvey, Kay _____ Fiscal Director

Hughes, Glenn _____ Case Manager

Johnson, Karen _____ Resource Specialist

Ladner, Theresa _____ Resource Specialist



Martin, Tina _____ Case Manager
Masoner-Long, Jackie _____ Resource Specialist
May, Olivia _____ Resource Specialist
Miller, Verna _____ Data Entry Technician
Norris, Cathy _____ Office Clerk
Planchock, Terrie _____ Northland Outreach Supervisor
Rach, Debra _____ Resource Specialist
Ramos, Serina _____ Resource Specialist
Richardson, Verette _____ Resource Specialist
Smith, Jr., Charles _____ Special Projects Coordinator
Smith, Catherine _____ Employment Specialist
Sparks, Holly _____ Resource Specialist
Tramble, Patricia _____ Support Services Manager
Wicklund, Sean _____ Computer Support Specialist
Winn, Carol _____ Receptionist
Woolridge, Brenda _____ LIHEAP Data Entry/Office Assistant

(Current staff as of 9-30-11)

*"Overcoming poverty is not a
gesture of charity.*

It is an act of justice.

*It is the protection of a
fundamental human right—*

*The right to dignity
and a decent life."*

Nelson Mandela
Live 8 concert
Johannesburg, South Africa
July 2, 2005



OUTREACH OFFICES



JACKSON COUNTY

CENTRAL
(Administrative Office)
6323 Manchester Avenue
Kansas City, MO 64133
816.358.6868

WEST
299 Paseo
Kansas City, MO 64106
816.923.9400

EAST
15301 E. 23rd Street
Independence, MO 64055
816.325-5890

CLAY COUNTY

EXCELSIOR SPRINGS
108 Thompson Street
Excelsior Springs, MO 64024
816.630.0037

NORTHLAND
1900 NE Englewood Road
Gladstone, MO 64118
816.459.9615

PLATTE COUNTY

412 Aller
Tracy, MO 64079
816.858.5153

About This Publication...

UNITED SERVICES COMMUNITY ACTION AGENCY
is part of the nationwide network
of Community Action Agencies
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 **2010 Annual Report**,
condenses our 2010 fiscal year *(10-01-09 to 09-30-10)*
into 16 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,
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or Teri Gillespie, Quality Assurance Manager
at (816) 358-6868, ext. 233.

