Hope

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

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

**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**
- **Treasurer**
- **MR. TROY THOMAS**

**Mayor Don Reimal**

**Treasurer**

**Mr. Mark Lindsay**

**Parliamentarian**
# Financial Report

## Federal Revenue

<table>
<thead>
<tr>
<th>Program</th>
<th>FY10</th>
<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services Block Grant (CSBG)</td>
<td>2,037,404</td>
<td>2,017,528</td>
</tr>
<tr>
<td>Community Services Block Grant—ARRA</td>
<td>2,467,389</td>
<td>759,361</td>
</tr>
<tr>
<td>Energy Crisis Intervention Program (ECIP)</td>
<td>6,863,565</td>
<td>7,393,733</td>
</tr>
<tr>
<td>Supportive Housing Program Grant</td>
<td>207,234</td>
<td>86,703</td>
</tr>
<tr>
<td>Federal Emergency Management Agency (FEMA)</td>
<td>63,764</td>
<td>64,580</td>
</tr>
<tr>
<td><strong>Total Federal Revenue</strong></td>
<td>11,639,356</td>
<td>10,321,905</td>
</tr>
</tbody>
</table>

## State Revenue

<table>
<thead>
<tr>
<th>Program</th>
<th>FY10</th>
<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless Challenge Program</td>
<td>___</td>
<td>79,104</td>
</tr>
<tr>
<td>Hero &amp; Dream Program</td>
<td>132,691</td>
<td>87,126</td>
</tr>
<tr>
<td>Missouri Association for Community Action</td>
<td>88,362</td>
<td>74,434</td>
</tr>
<tr>
<td><strong>Total State Revenue</strong></td>
<td>221,053</td>
<td>240,664</td>
</tr>
</tbody>
</table>

## Private Revenue

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

**Total Support & Revenues** $12,296,447 $11,068,879

---

*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.

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Stewardship

n. 1: one actively concerned with the financial affairs of an organization
n. 2: accountability with resources
Temporary Assistance for Needy Families (TANF) 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.

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

General Assistance 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).

### Demographics

| Total unduplicated number of persons served: | 51,121 |
| Total unduplicated number of families:      | 20,167 |

| Gender:          | Male 21,020 | Female 30,101 |
| 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: | (Source of Federal Poverty Guidelines) |
| 0% to 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).
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.
**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.
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 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.]

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
Service

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
“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

Martin, Tina ________________________ Case Manager
Masoner-Long, Jackie ______________ Resource Specialist
May, Olivia ________________________ Resource Specialist
Miller, Vema ________________________ 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)
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,
Executive Director at (816) 358-6868, ext. 244
or Teri Gillespie, Quality Assurance Manager
at (816) 358-6868, ext. 233.