

# eitas

# 2022 Annual Report



# A Word From Leadership

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## Who We Are

As a subdivision of the Jackson County government, eitas has provided funding and services for Jackson County citizens with developmental disabilities since 1976.

## Our Mission

Our mission is to support individuals with developmental disabilities and their families with services that respect their choices, increase their opportunities, encourage their independence and assist their inclusion in all aspects of the community.

## Our Values Statements

At eitas, we

- will advocate for a wide range of services and funding to meet the needs of persons with developmental disabilities.
- will promote a culture of inclusion and individualized supports.
- will support individuals with developmental disabilities through cutting-edge programs, empowered staff, and dedicated providers.
- will provide the highest quality of supports and services by listening to the people it supports and the people who know them best.
- will support people to be active, full members of their communities.
- will be a Missouri leader in developing, supporting and furthering a community free of attitudinal and physical barriers and where persons with developmental disabilities participate in the full, rich life of their community without fear and prejudice.
- will conduct itself with integrity, propriety and honesty in carrying out the Board's mission, values and responsibilities.
- will seek to insure the health, safety and quality of life for the persons we support through proactive oversight of the programs we fund.
- will, whenever possible, leverage its resources to enhance funding and forge local, state and federal partnerships to expand available funding and services for individuals with developmental disabilities.



**Tammy Kemp**  
2022 Board Chair

It was my great pleasure to serve as the Board Chair for 2022, a year of great change and forward momentum for eitas! We spent much of the year in a nationwide search for the perfect candidate to replace our unwavering Executive Director, Jake Jacobs, only to find that we had the best possible candidate ready to step in with Jorgi McNamara. Jorgi brought excellent experience and leadership skills with a true understanding and passion for the people served. Jake is greatly missed but Jorgi has hit the ground running in fabulous fashion! Increased tax revenues rejuvenated our

finances from the deficits of Covid. This allowed us to not only expand services through new and existing partnerships, but also to right-size our staffing and payment structure to align with the area workforce, enabling us to attract and retain quality staff. Covid taught us many lessons and we will move forward, better, as an agency while always upholding our stated values. It is my honor to serve with our staff who truly carry out our mission to support individuals with developmental disabilities and their families every day.

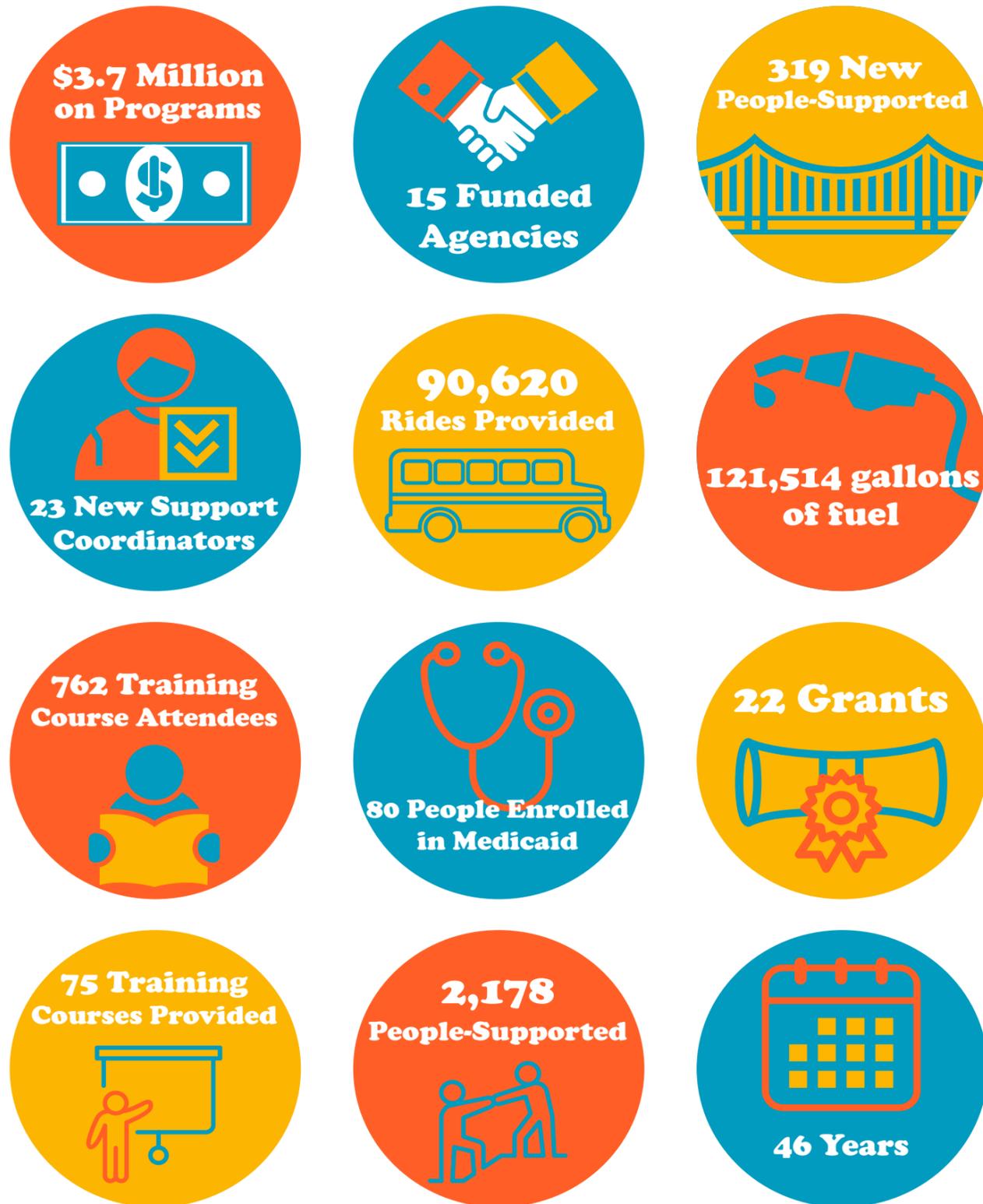
As many of you are aware, 2022 was a year of tremendous change for all of us at eitas. Our long-tenured executive director, Jake Jacobs, retired. It was a great honor to be named as Jake's successor. As such, I will do all that I can to make sure the citizens of Jackson County who live with I/DD continue to be served with respectful and person-centered services.



**Jorgi McNamara**  
Executive Director

In order to provide excellent services, eitas relies on many partners. We could not do great things for the people of Jackson County without the support of County Executive Frank White and the County Legislature. We are also thankful for our nine Board Members who volunteer countless hours of their time to guide us in our efforts and make big decisions about our community's priorities. They set the course for our internal programs and provide diligent oversight of our operations. Lastly, I want to personally thank the eitas staff for their support. Leading such a dedicated team of professionals is an honor. It truly takes a village.

# By The Numbers



# Finances

Revenue	
Jackson County Taxes	\$12,433,908
Investment Income	\$109,066
Missouri Department of Mental Health - Shared Units	\$477,181
Missouri Elderly & Handicapped Transportation Grant	\$95,746
Medicaid (Includes Service Coordination)	\$7,090,820
Federal Bus Purchase Grant	\$483,012
Gain (Loss) on Disposal of Assets	\$12,456
Other Revenue	\$367,007
<b>Total Revenues</b>	<b>\$21,069,196</b>
Expenses	
Administration	\$2,036,003
Transportation	\$3,833,557
Residential	\$267,130
Vocational	\$2,331,224
Day Services	\$713,140
Support Coordination	\$6,264,725
Community Outreach	\$396,818
Grants to Individuals	\$75,949
Intervention	\$411,241
HOPE Waiver Match	\$134,560
Property	\$560,923
Training	\$275,463
<b>Total Expenses</b>	<b>\$17,300,733</b>
Totals	
Revenues Over Expenses	\$3,768,463
Less Depreciation	\$873,701
Changes in Fund Balance	\$2,894,762
Fund Balance, Beginning of Year	\$23,761,071
<b>Fund Balance, End of Year</b>	<b>\$26,655,833</b>

# Support Coordination

**Support Coordination is the largest division at eitas, where professionally trained advocates coordinate services for people with developmental disabilities.**

## Meet Norman

Norman Keeney has been receiving support coordination from eitas for more than ten years. His current support coordinator, Don Carrick has been with him for most of that time. Shortly after graduating from high school, Norman began working at the Job One workshop on the assembly floor, but was also doing custodial and yardwork.

When COVID started, the Job One workshop closed, but Norman didn't want to sit at home. He worked with a coach at Job One to begin exploring options and they found Christian Brothers Automotive. He began working there in 2022 as a general maintenance technician. Most of his job is custodial, yardwork, and some basic automotive work. The learning curve was challenging for him, and there were a few mishaps. He ended up touching a hot muffler once and he initially struggled with the power-washer, but Norman stuck with it. He learned how to follow along with the tablet that operates like a digital checklist for him. It displays tasks that he is expected to complete throughout the day.

This year, Norman is looking forward to going back to Argosy Casino. Before the pandemic, he was a regular there. He would go drink soda and play slot machines. All the bartenders knew his name and he enjoyed trying out the different games. To avoid catching COVID, he stopped going, but he feels much safer now. He even has more money to spend from his new position.



## Support Coordination in 2022

This year we celebrated 15 years of providing Targeted Case Management (TCM). Like the previous year, we supported approximately 1,700 people. Our objective was to provide everyone with individualized supports that met their needs, while offering them agency in their daily lives.

April was the beginning of a particularly tumultuous time as we were challenged with readjusting to the 'new normal' that preceded the COVID-19 Pandemic. The Missouri Department of Mental Health (DMH) removed all modifications for support monitoring. This meant that support coordinators were returning to regular in-person visits. This was briefly the case in 2021, but the changes in April 2022 were permanent. Support coordinators who had become accustomed to short, virtual meetings were being expected to schedule for travel and commute times. For many of our personnel, this proved too great a transition and they left eitas. This led to an increased caseload for the remaining support coordinators, who were themselves adjusting to the changes. This exacerbated their already existing stress, which led many remaining support coordinators to also depart. By the end of the year, we had lost 23 support coordinators. As our department consisted of around 60 support coordinators, this turnover was clearly felt across the entire agency.

Fortunately, there were many factors that led us to weather those months. The support of the Enhancement, Records and Training teams was hugely beneficial to our success. With their help, we were able to hire, train, and onboard 23 new support coordinators and surround them with dedicated, professional personnel. Eitas was also able to introduce a new support coordinator 2 position. This promotion past the baseline support coordination role offered experienced, capable support coordinators improved compensation and prestige. These efforts were bolstered late in the year when all eitas personnel were given a 9% pay increase. This was to reward everyone for their dedication. It was also to remain competitive in our recruitment efforts to fill our TCM Department vacancies.



*Support Coordinator Don Carrick meets with Norman Keeney to discuss his job, homelife, staffing issues, and the possibility of visiting Argosy Casino this year.*

In 2022 we began providing services to 151 new people. Seventy-six individuals were added to our caseloads when they obtained Medicaid via our Community Outreach Department. We accepted 75 individuals transitioning to Jackson County from other counties. Late in the year, we expanded our TCM Department by establishing Team 8. This was eitas' first attempt at the creation of a specialized support coordination team. Team 8 focuses on supporting those who receive Self Directed Supports, and Children's Division support as well as Autism Project and Lopez Waiver funds. Eitas was also able to continue employing bilingual support coordinators.

# Agency Relations

**Agency Relations works in partnership with grant-funded agencies to ensure programming and outcomes are fulfilled, and those receiving services are satisfied. Their expertise is essential in developing and sustaining programs that serve people who have I/DD and the broader developmental disability community.**

## Meet Dominick

Dominick McKinney has been a part of Job One for over a decade. In 2010, while at their Independence workshop he was approached about learning custodial work. Dominick had always been energetic, so positions where he was required to sit for periods of time were tedious. The idea of learning custodial work interested him because he could move around more. Initially, he began learning how to clean at the JobOne facility where he had the support, but they began looking for community-based employment. This led him to a community position doing janitorial work at a U.S. Army facility. The transition was a challenge for Dominick, as the pace was faster than he was used to, and the expectations were higher for his performance. He began to really love the job though and developed a sense of pride in his work. Dominick currently works at the Marine Corps Technology Center as a Backup Lead through Job One's AbilityOne program. He really likes working in military facilities. They have a higher standard than regular offices along with a level of professionalism that he appreciates. Since he's a senior member of the cleaning crew, he enjoys mentoring newer teammates. He admits that he has a difficult time walking the line between teaching and simply taking over. In 2022, Dominick travelled to Washington D.C. to meet with members of congress to discuss issues facing people with developmental disabilities. He's also an avid Chiefs fan and recently purchased season tickets to all their games.



## Agency Relations in 2022

This was a year of growth and learning. We recognized that programs like Transition Academy were needed to support younger, graduating adults. Eitas also recognized young adults needed more opportunities post high school within the Kansas City core, so we developed new relationships with agencies who were considering expansion into Jackson County. This led to funding Exceptional Humans and The Farmer's House.

Today, we support a wide variety of services that took years to cultivate and develop. Agencies like Job One took steps into community employment and now are having success in customized employment. Blue Valley Industries and Southeast Enterprises are also making similar advancements. Day services, funded by eitas, are making strides in supporting people as part of their community and other agencies are developing programs based on inclusion.



*Dominick McKinney meets with his Support Coordinator, Alycia Hansen to discuss learning to drive. Dominick hopes to have his driver's license and own his own car in the next few years.*

## Funded Partners

<b>Life Unlimited</b> Recreational Programs \$2,029	<b>Blue Valley Industries</b> Sheltered Employment \$441,006	<b>Developing Potential</b> Day Programming, Community Employment \$301,098
<b>Center for Developmentally Disabled</b> Residential \$149,929	<b>Ability KC</b> Sheltered Employment \$164,985	<b>Jackson County Parks &amp; Recreation</b> Recreational Programs \$ 176,910
<b>Truman Neurological Center</b> Residential \$115,172	<b>ACED</b> Adult Education \$246,515	<b>Down Syndrome Innovations</b> Transitional Services \$115,576
<b>Job One</b> Sheltered Employment, Community Employment \$780,300	<b>Mattie Rhodes</b> Transitional Services \$116,760	<b>Transition Academy</b> Transitional Services \$150,000
<b>Southeast Enterprises</b> Sheltered Employment \$581,658	<b>Rainbow Center</b> Day Programming \$235,132	<b>Children's Center for Visually Impaired</b> Vocational Services \$145,665

# Training

**Our Training team provides workshops and training on topics related to intellectual and developmental disabilities for community members, industry professionals, people with disabilities and eitas staff. Eitas training staff also provide individualized support to new and existing Support Coordinators to ensure quality services.**

## What is a Level 1 Medication Aide?

Many individuals with developmental disabilities rely on medications throughout their day for health maintenance and treatment. To ensure that these medications are given safely and appropriately, the Missouri Department of Mental Health, Division of Developmental Disabilities, requires that all direct support staff who distribute medication must possess a Level 1 Medication Aide Certification. This ensures staff can assist those in their care with both prescribed and over-the-counter medications. This course is a minimum of 16 hours of formal instruction and hands-on practice.

All participants must complete a final exam and demonstration of skills with 80% accuracy to be deemed certified. This certification is required to be updated every 2 years to ensure that all staff have the most up-to-date information regarding supporting people with medications. Because of the need for ongoing certification, and the turnover rate of direct support staff, Level 1 Medication Aide Certification and Level 1 Medication Aide Update are our most highly sought after courses. In 2022, these courses had a combined enrollment of 378 participants which is just under half of our total enrollment for 2022. Since these two courses are so popular, they are offered monthly and fill up quite quickly.



## Training in 2022

With COVID restrictions being loosened by the end of 2022, the eitas training team was able to increase the number of attendees permitted in each community class. This allowed us to increase our enrollment from 2021 by almost 130 people. By the end of the year, 762 people had attended a training course at eitas. In addition to the several regularly scheduled courses, we were also able to offer a 2-day Introduction to Sign Language class as well as a lunch-n-learn facilitated by The Prosperity Center at Rockhurst University focusing on ABLE accounts and future planning.

The high turnover rate in the Targeted Case Management Team placed an increased burden on the Training Team. Nonetheless, their efforts were instrumental in fostering an environment that prepared new support coordinators for the challenges they faced. The field trainers successfully trained 23 new support coordinators, the most in a single year. While the benchmarks to help assess effectiveness of training were developed in 2021, the way they were measured was modified in 2022, allowing us a much clearer picture of the effectiveness of training. The average score on the 90 Day Benchmarks was 93%. This number shows that the support coordinators can successfully apply what they have learned in training, which leads to high quality support for those in Jackson County. With the addition of Support Coordination Team 8, we hired a 4th field trainer, which allowed them each more time to devote to new support coordinators.



*Support personnel from regional agencies practice ASL sign language during class. One ASL course was scheduled by eitas in 2022, with eight people attending.*

## Total Number of Training Courses Offered in 2022

- Level 1 Medication Aide: 23
- Medication Aide Update: 20
- Adult CPR/First Aid/ AED: 12
- Gentle Teaching: 6
- Trauma and Supporting Individuals with I/DD: 4
- Trauma Awareness: 2
- Self Care: 5
- ID and Dementia: 3
- Basic Survival Signs (ASL Sign Language): 1
- Legacy Planning for Loved Ones with Special Needs: 1

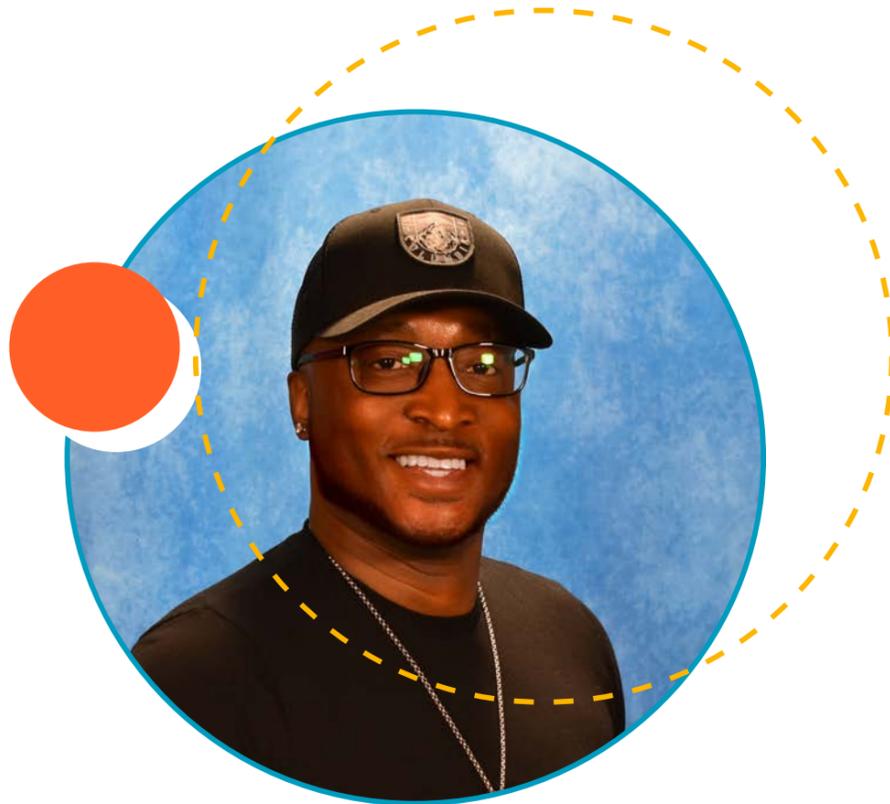
# Transportation

**Eitas' Transportation division provides dedicated transportation services for Jackson County residents with developmental disabilities. Most of the transportation services allow residents to access day programs, workshops and special services.**

## Meet Jerome

Jerome Jackson has been a route driver at eitas for more than nine years. He grew up in Kansas City and briefly attended Metropolitan Community College, where he studied social work. After leaving college, he worked for UPS and was a school bus driver. It was this position that led him to eitas. Kiva Anderson, an eitas route driver, was the parent of several of the kids on Jerome's route. Her kids loved Jerome, so Kiva thought he would be a great addition to the eitas team. At the time, Jerome was considering changing to a position where he would use his CDL for a more lucrative commercial driving position. He discussed his career with his then-girlfriend, Erica. They were making plans for their own family at the time and the idea of Jerome being a long-haul trucker gave them pause. Jerome himself grew up in a less than stable home and wanted to be there for his own children. They decided that Jerome's presence would be far more valuable than the financial benefit he would gain in long-haul trucking, so he took the job at eitas.

In 2022, a family Jerome provides transportation to suffered from a tragedy. The Forbes family's house was shot up during a drive-by shooting. They were terrified and their house was a mess. Jerome contacted his coworkers at eitas looking for a way to help the Forbes family with their situation. Eitas contacted Blue Valley Industries, where the Forbes family worked, and together they were able to pay for temporary lodging, then later help them move into a new home. Jerome even helped the Forbes family pack and move their belongings.



## Transportation in 2022

This year saw a dramatic increase in demand for our services. This was clearly the result of the waning days of the pandemic. At the beginning of 2022, we were transporting about 120 people per day. By the end, our ridership had increased to about 325 people. Unfortunately, this very upswing contributed to our greatest challenge of the year; driver shortages.

We began the year already short-staffed, but as the demand for our services grew, those issues were exacerbated by our inability to hire fresh drivers with commercial driver's licenses (CDLs). Months would go by with few or no applications for open positions. This caused route cancellations on a near-weekly basis. During the pandemic, shipping companies began offering much higher wages for drivers, along with enticing hiring bonuses. Eitas needed to make some changes to compete.

The first change was in the hiring process itself. Simply calling our openings "route driver" instead of "bus driver" created more interest among potential employees on sites like Indeed. We also began emphasizing that these positions required a CDL. This helped people with that license more easily find our openings, while discouraging people without that from applying. The other change in the hiring process was in lowering the experience level needed to apply from two years to several months. This was done to help recruit younger drivers looking for an opportunity to gain some experience.

The second change was in reviewing our pay scale and improving compensation for experience to help attract veteran drivers. This was done alongside a consulting company that gave us recommendations from across the industry. We began this process in May, but the updated pay scale wasn't implemented until January 2023.

Ultimately, the change that made the most difference in staffing shortages came late in the year when the eitas Board of Directors approved a 9% pay increase for eitas employees. It was this major shift in pay that allowed us to compete with larger transportation organizations on staffing.

While we ended 2022 still short-staffed in this division, those changes led to a major uptick in the number of applicants and a spree of new hires in early 2023. Route cancellations became far less frequent, and our transportation division is much better positioned to serve the Jackson County developmental disability community.



*Jerome Jackson visits with, Darrin Forbes. Darrin does custodial work at Blue Valley Industries. Darrin's mother and aunt also work at BVI.*

# Community Outreach

**Community Outreach connects people with resources, while educating the public on developmental disability issues. They also provide support services to community members who don't qualify for Medicaid.**

## Our Health Equity Collaborative

In 2022, eitas' community outreach team continued their Health Equity Collaborative with The University of Missouri Kansas City's Institute for Human Development. This was created through a grant from the Health Forward Foundation to develop advocacy skills for people with intellectual and developmental disabilities.

That year about 12 people participated from across the metro. They focused on four priorities: housing, employment, voting, and navigating the healthcare system. As they moved forward with the exploration of these different issues, they would participate in collaborative exercises and complete group projects. They would also meet with members of different organizations specializing in those topics to learn from their experience and gain perspective. For instance, while exploring voting rights, they met with Kendra Burgess, Public Policy Coordinator with The

Whole Person. Then while discussing housing, they coordinated with Treka Henry, Program Analyst at The Department of Housing and Urban Development.

One of their more interesting projects involved contacting elected officials. They began by researching different elected officials representing them. The research gave them insight into topics they felt would be of interest to those officials. Then they collaborated on a series of letters to public officials on the priority areas they had been learning about during the collaborative. As the group received responses, they would discuss how that response reflected the concerns they expressed in their initial letter.



## Community Outreach in 2022

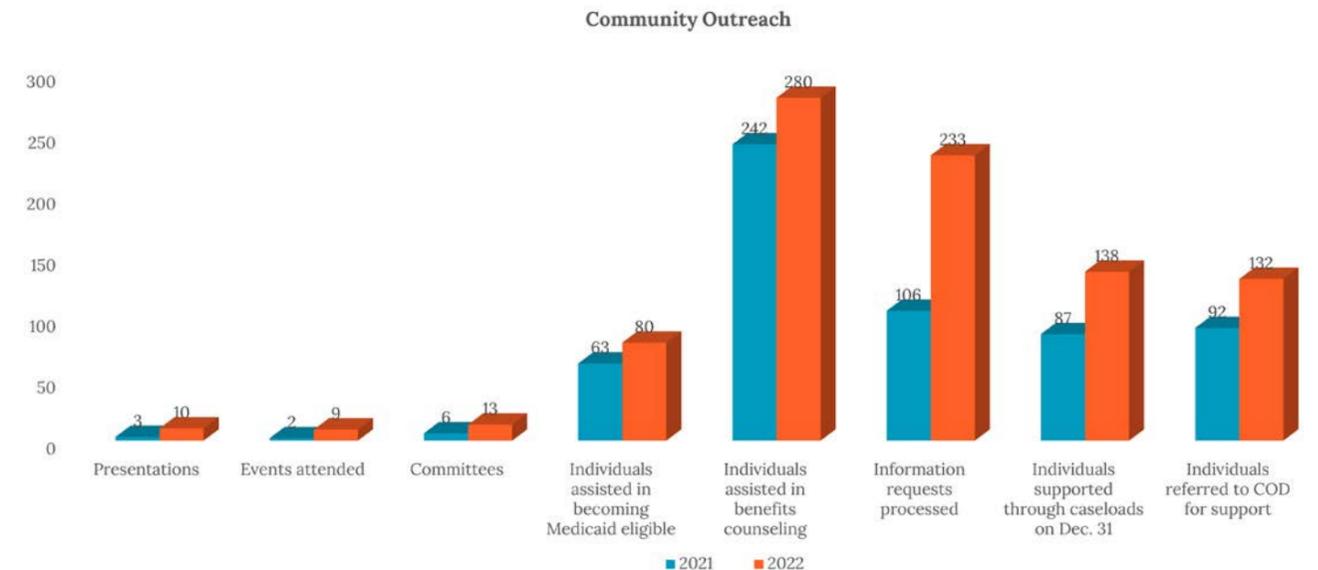
This was the year that the Community Outreach team was finally able to come into their own as a force for improving lives in Jackson County. This department was created in mid-2018 with the intention of being in the community, teaching people about eitas, and helping people sign up for services. When the pandemic hit, community events became a rarity, and many were pandemic-centric; like the team's vaccination clinic in 2021.

Events in 2022, like the Mid-west Ability Summit allowed the team to interact with dozens of individuals, while distributing useful information. Other events, like the Planning Ahead for the Adult Years education series, coordinated with Down Syndrome Innovations, allowed the team the opportunity to teach about complex topics like benefits, supplemental security income, and SB40 funded supports. Opportunities like these led many people and organizations to reach out to eitas for assistance or guidance.

By the end of the year, it was clear that community outreach was serving an integral function for Jackson County. They were becoming a major resource for community members seeking assistance on a myriad of issues. They were also facilitating an orderly process of beginning services for individuals without Medicaid, while simultaneously working to enroll people in Medicaid, so that they could be transferred to support coordination.



Community Resources Coordinator Sam Stepp hands out information about eitas services during an event organized by Accessible Sports of Greater Kansas City.



# Board of Directors



**George Mitchell**  
Chair

**Ben Kisner**  
Treasurer

**Ed Van Haele**  
Board Member

**Tedi Rowland**  
Vice Chair

**Stuart May**  
Board Member

**Libia Kozisek**  
Board Member

**Jillian Raining Bird**  
Secretary

**Susan Borgmeyer**  
Board Member

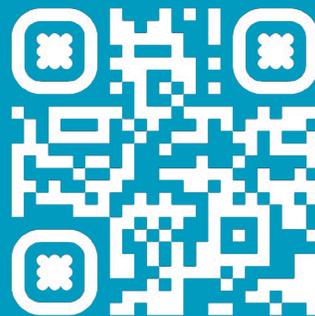
**Tammy Kemp**  
Board Member

## Staff

**Jorgi McNamara**  
Executive Director

**Amanda George**  
Deputy Director of Operations

**Tom Holcomb**  
Deputy Director of Administration



[Eitas.org](http://Eitas.org)

## Contact US

**Monday – Friday: 8AM – 4:30PM**

**Saturday & Sunday: Closed**

**816-363-2000**

**[info@eitas.org](mailto:info@eitas.org)**

**Jake Jacobs**  
**Administration Building**  
8511 Hillcrest Rd.  
Kansas City, MO 64138

**Duane Hensely**  
**Training Center**  
8508 Hillcrest Rd.  
Kansas City MO 64138

**Nadine Gordon**  
**Transportation Center**  
6400 James A. Reed Rd.  
Kansas City, MO 64133