2026 Community Needs Assessment

Empowering Families Across North Central Missouri

Date of Publication: Jul 9, 2026
Prepared for: The Board of Directors and the Missouri Department of Social Services

Authors and Organization

Green Hills Community Action Agency (GHCAA)

Mission: GHCAA offers service to individuals to become self-sufficient by empowering them to obtain the resources needed to build strong families and communities.
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Letter from the Executive Director

The Green Hills Community Action Agency (GHCAA) conducted a community needs assessment in 2026 to better understand the needs of individuals and families with low incomes across its nine-county service area: Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, and Sullivan counties.

GHCAA heard from staff, organizations, business partners, community leaders, and residents with low incomes. The agency conducted focus groups and surveys and reviewed secondary sources of information about the service region. The Executive Director, key staff, representatives of the Board of Directors, and community representatives all played key roles in bringing this information together. This community needs assessment represents a point-in-time snapshot of a dynamic process that continues throughout the year; assessment and planning do not stop with the publication of this document.

As conditions in the community change, GHCAA will adjust the routes needed to reach the goals the agency sets, and new goals may need to be established. GHCAA is confident that the goals and activities developed from this community needs assessment will better serve program participants and create a clearer path for the agency to follow. Several methods were used for this assessment, including demographic analysis, review of available resource information from community partners, focus groups with community partners, and focus groups with business owners. GHCAA's purpose, alongside collaborating agencies and organizations, is to continue delivering high-quality services that meet the changing needs of the agency's nine-county service area.

GHCAA has over 60 years of experience combating poverty, primarily serving individuals and families with low incomes and disadvantaged backgrounds. GHCAA manages a budget of more than $5 million, is governed by an 18-member volunteer Board of Directors, and employs a staff of 12 dedicated advocates. GHCAA administers state and federal grants that include energy bill assistance, emergency assistance, housing, and weatherization. Our mission is to eradicate poverty and engage, empower, and enrich individuals and families in our nine-county area.

Karen Thomas
Executive Director

Executive Summary

The Green Hills Community Action Agency (GHCAA) has completed a Community Needs Assessment (CNA) to identify the primary needs of low-income individuals and families across its nine-county service area in North Central Missouri. GHCAA staff began work on this CNA in January 2026, and the assessment was finalized and submitted for approval in July 2026. The CNA was conducted in conjunction with Community Services Block Grant (CSBG) requirements and as a means for developing GHCAA's next three-year strategic plan. The purpose of the CNA is to identify primary needs voiced by GHCAA customers, board and advisory council members, GHCAA staff, community members, and community partners, as GHCAA continues to be intentional in delivering services to empower low-income individuals and families within the region.

The CNA included data acquisition from government sources, quantitative and qualitative research on the rural service area, and direct input from community members and partners through surveys and focus groups. The findings of the CNA revealed that the top three needs in the nine-county region are:

- **Employment, Childcare, and Practical Skills Development:** This priority reflects the interrelated barriers that limit economic self-sufficiency, including a lack of good-paying local jobs, transportation costs, limited childcare availability, high child are expenses, and the need for practical workforce skills, technical training, and computer literacy.
- **Transportation and Mobility Barriers:** This priority addresses the critical challenges of a rural landscape where public transportation is limited or unavailable, leaving low-income households highly dependent on reliable personal vehicles for work, appointments, childcare, food access, and other essential needs.
- **Food Security and Healthy Food Access:** This priority highlights the combined effects of rising grocery costs, limited access to affordable grocery stores, transportation barriers, and reliance on smaller retail outlets that may offer fewer healthy food options.

The CNA also identified several other interconnected needs, including struggles with affordable housing, high utility burdens, and gaps in localized health care and mental health services. The resulting strategic plan will focus on developing and implementing programs and services that address these identified needs, while partnering with other regional agencies that deliver requested services when appropriate.

The CNA provides a valuable resource for GHCAA as it develops its next three-year strategic plan. The findings of the CNA will help GHCAA to focus its resources on the most pressing needs in the community. By addressing these needs, GHCAA can help to improve the lives of low-income individuals and families across Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, and Sullivan counties.

The following sections of this document will cover in detail the makeup and needs of our community. Please note the distinct characteristics and needs of our members who participated in our assessment. Aggregate county-level data does not reveal the full story of our rural community. As a result, this assessment also aims to give the members of our community a voice in order to tell their story.

Community Profile & Demographics

The Green Hills Community Action Agency (GHCAA) service area consists of a nine-county rural region in North Central Missouri. As of 2025 estimates, the region's total population across these nine counties is approximately 83,708 people. Individually, the counties range from Livingston (the most populous with 14,708 residents) to Mercer (the least populous with 3,482 residents). The racial makeup of the region is predominantly white, with individual counties ranging from 85.1% white in Sullivan County to as high as 96.7% white in Daviess County. Black or African American residents make up a small percentage of the regional population, peaking at 3.0% in Livingston County. Notably, the Hispanic population shows significant variation across the region; while most counties hover between 2.0% and 5.0%, Sullivan County features a distinct demographic profile where Hispanic residents make up 11.2% of the population, driven largely by local agricultural and manufacturing industries.

While the regional aggregate data reflects a largely homogenous rural population, localized disparities and systemic economic factors present distinct challenges for poverty. Across the service area, the primary drivers of financial instability are tied directly to the rural economy, which is characterized by a lack of diverse economic opportunity, stagnating job growth, and distinct logistical barriers.

According to data collection protocols for the region, employment metrics highlight significant vulnerabilities. Job availability is heavily concentrated in specific sectors like health care, while traditional retail sectors are declining. Furthermore, commuting patterns reveal that a vast majority of residents rely on driving alone to work, facing average commute times that put a strain on household transportation budgets. For the small percentage of residents who require alternative transportation or public transit, commute times nearly double, severely restricting employment options for low-income households without reliable vehicles.

Income and poverty distributions across the nine counties further emphasize these vulnerabilities. While child care costs, lack of computer literacy, and substandard housing impact households across all demographics, specific subsets face heightened risks. Intersectional analysis indicates that fixed-income seniors and households relying on state assistance programs like SNAP and TANF are particularly vulnerable to sudden economic shifts. In counties like Sullivan, where the demographic shift toward a higher Hispanic population is pronounced, and in counties with shifting industry bases, language barriers and access to affordable housing create localized pockets of high distress.

These regional factors demonstrate that poverty in North Central Missouri is heavily compounded by geography. A lack of localized infrastructure—such as accessible adult education, digital skills training, and affordable childcare during non-traditional hours—directly prevents low-income residents from achieving self-sufficiency. Without targeted intervention, families in high-poverty pockets face prolonged exposure to substandard housing, food insecurity in localized “food deserts,” and limited upward economic mobility. A full list of data collected can be found in Appendix D: CNA Data Point Tables by Domain.

Methodology

To capture a comprehensive and authentic picture of the nine-county Green Hills region, this assessment utilized a multi-faceted research design combining geographic mapping, quantitative metrics, and qualitative inquiry. Central to this entire process was the active collaboration of our regional community partners, whose outreach efforts and deep local roots ensured robust representation from across our rural landscape.

The data collection and analytical framework consisted of the following components:

1. Data Collection Tools

- **The CNA Community Survey:** Distributed widely across the nine-county area to capture broad regional trends, general household barriers, and community-wide perceptions of need.
- **The Customer Impact Survey:** Administered specifically to current and past GHCAA clients. This specialized tool focused heavily on evaluating the immediate efficacy of existing agency services and identifying the direct, lived experiences of families actively navigating low-income barriers.
- **Community Focus Groups:** Structured qualitative sessions hosted in collaboration with local stakeholders. These discussions provided a safe space for residents and service providers to deep-dive into regional challenges, offering critical nuance and context to the quantitative survey findings.

2. Analytical Approaches

- **Geographical Representation & Heat Mapping:** Participant zip code data from both surveys was compiled to generate comparative heat maps. This spatial analysis allowed us to visually audit participation, ensuring that the final dataset adequately represented remote rural corridors and pinpointed specific localized pockets of high distress.
- **Quantitative Statistical Analysis:** Numeric data and closed-ended responses from both the CNA Survey and Customer Impact Survey were aggregated and analyzed using statistical methods. This quantitative approach identified baseline trends, isolated intersectional demographic disparities, and established measurable priorities across the service domains.
- **Qualitative Thematic Analysis:** Narrative data and open-ended feedback gathered from community focus groups and text-based survey responses underwent systematic thematic analysis. This process allowed us to isolate recurring concerns, unique personal stories, and community-driven priorities that structured statistics alone could not capture.

3. Methodological Limitations

Several limitations should be considered when interpreting the findings. The CNA Community Survey represents a relatively small, self-selected sample, and response counts vary across items because some respondents skipped individual questions or selected multiple barriers. The Customer Impact Survey reflects the experiences of current or past GHCAA customers and may not fully represent residents who have not accessed agency services. In addition, rural access barriers, including transportation, internet availability, and awareness of survey opportunities, may have affected participation. Secondary data sources also include suppressed or unavailable values for small population subgroups, particularly where reporting could compromise privacy or reliability.

3. Community Partner-Driven Framework

The success of this methodology relied heavily on the intentional involvement of our community partners, including local non-profits, faith-based organizations, public school districts, and county health departments. By leveraging their established trust and daily interactions with residents, these partners spearheaded localized distribution efforts, assisted individuals in overcoming digital barriers to complete the surveys, and co-facilitated focus groups. This collaborative approach bridged critical gaps in rural data acquisition, ensuring that the assessment amplifies the authentic voices and pressing realities of individuals throughout our service area.

The following key community partners, stakeholders, and institutional networks across the nine-county service area collaborated with GHCAA to facilitate outreach, distribute materials, and expand community participation for this assessment:

- **North Central Missouri College (NCMC)** – Educational partner facilitating outreach to student bodies and regional academic networks.
- **Caldwell County Cares Coalition** – Community-based coalition supporting localized distribution and low-income advocacy across Caldwell County.
- **Farmers Bank of Northern Missouri** – Private financial sector partner providing public bulletin visibility and community integration.
- **American Family Insurance** – Local business stakeholder assisting with network engagement and community awareness.
- **Educational Stakeholders (Daviess County)** – Individual educators and school personnel supporting direct outreach to rural families and parents within Daviess County.
- **Livingston County Health Department** – Public health agency assisting with the distribution of assessment resources to families receiving healthcare and clinical services.
- **North Central Mental Health Center** – Regional behavioral health provider facilitating resource placement and supporting outreach to vulnerable populations.

Prioritized Community Needs Analysis

I. Assessment Overview

The following analysis examines the systemic service gaps related to poverty within the GHCAA footprint. To ensure an authentic regional perspective, GHCAA utilized a multi-faceted research framework that integrated quantitative survey metrics with qualitative insights gathered through Board and community focus groups.
This data convergence identified three core domains that disproportionately affect regional self-sufficiency: **Transportation and Mobility Barriers**, **Food Security and Healthy Food Access**, and **Employment, Childcare, and Practical Skills Development**. The following sections present quantitative findings and qualitative context for each priority area.

II. Transportation and Mobility Barriers

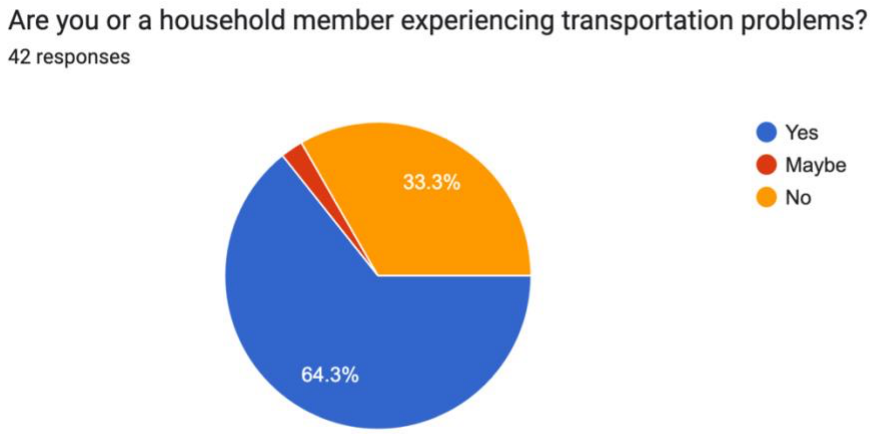
Quantitative Findings

Transportation emerged as the most acute area of need among survey participants. Out of the N = 42 total respondents, a substantial majority (64.3%, n = 27) explicitly reported experiencing transportation issues or needs. An additional 2.4% (n = 1) indicated "Maybe," while 33.3% (n = 14) reported no immediate transportation needs.

For the sub-sample of respondents who reported experiencing transportation barriers (n = 28), the obstacles were deeply structural, spanning both a complete lack of public options and severe financial constraints:

- **Infrastructure and Availability:** Remarkably, 100.0% (n = 28) of those with transportation issues reported that **public transit is not available** in their area. For any existing surrounding transit infrastructure, 78.6% (n = 22) noted that **public transit routes and hours are limited**.
- **Credit and Financing Barriers:** Vehicle ownership is heavily restricted by credit and upfront capital hurdles. A vast majority (92.9%, n = 26) cited a **lack of credit to buy a car**, while 85.7% (n = 24) reported having **no money for a down payment**. Correspondingly, 78.6% (n = 22) identified **poor credit to finance** a vehicle as a definitive barrier.
- **Affordability of Maintenance and Upkeep:** Even if ownership were achieved, ongoing overhead costs are restrictive. Equal segments of the population (78.6%, n = 22 each) stated they **cannot afford vehicle taxes**, **cannot afford auto insurance**, and **poor credit to finance**. Furthermore, 57.1% (n = 16) noted they **cannot afford ongoing vehicle maintenance**.

TRANSPORTATION BARRIERS



(n=28 respondents with transportation issues)

Barrier	Count	Percentage
Public transit not available	28	100%
Lack of credit to buy a car	26	93%
No money for down payment	24	86%
Public transit routes and hours limited	22	79%
Cannot afford vehicle taxes	22	79%
Cannot afford auto insurance	22	79%
Poor credit to finance	22	79%
Cannot afford maintenance	16	57%

Note: Data represents respondents who reported that transportation was a significant issue.

Qualitative Context: Lived Realities

Community testimony highlights that rural geography makes private vehicle ownership a necessity rather than a luxury. Residents noted that existing public options, like the OATS service, lack the flexibility needed for economic independence due to rigid scheduling requirements:
"The OATS bus... you have to call 7 days in advance... If you don't have a car out here, you're trapped. You can't get to work, you can't get to court... and you can't get your kids to their appointments."
Stakeholders also identified a significant gap for non-traditional labor shifts, as transit services typically cease operations during the evening hours:

"We have people who want to work, but if their shift ends at 11:00 PM, there is absolutely zero transit. In a 9-county rural area, a lack of wheels is an immediate sentence to poverty."

III. Food Security and Healthy Food Access

Quantitative Findings

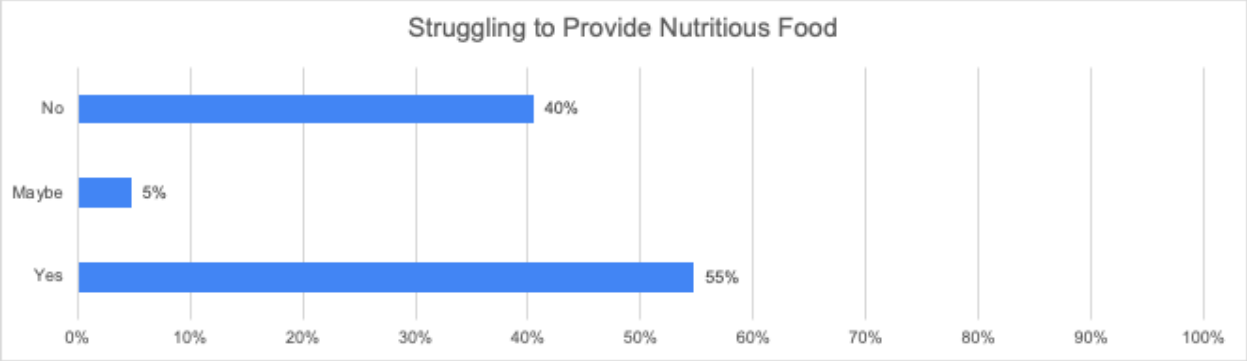
Food security and nutritional access represented another primary area of concern for the surveyed population. More than half of all participants (54.8%, n = 23) indicated a direct need regarding nutrition and groceries, while 4.8% (n = 2) answered "Maybe." Conversely, 40.5% (n = 17) did not report immediate needs in this category.

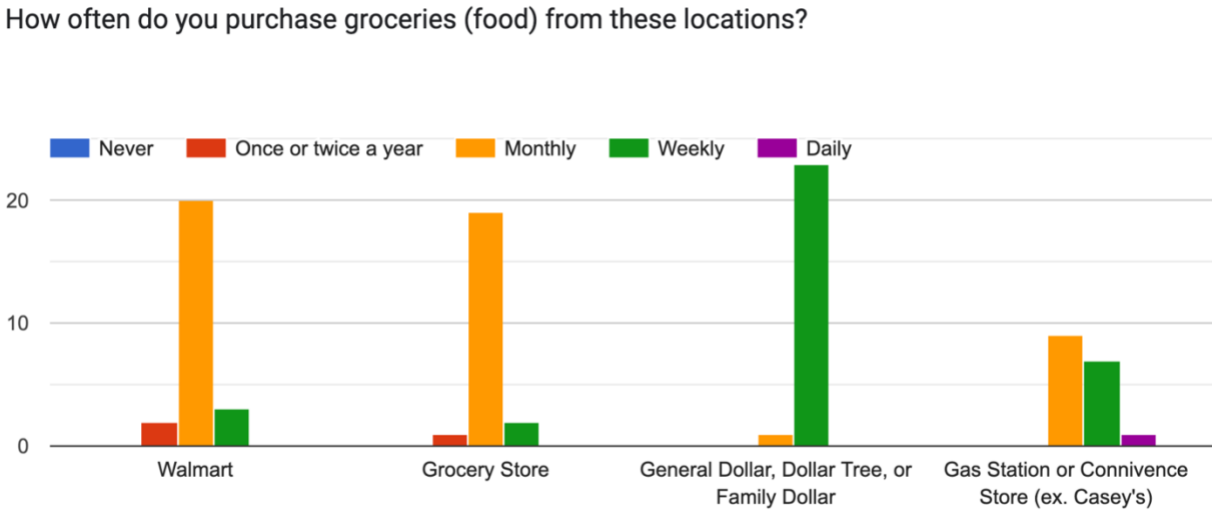
Among the respondents identifying barriers to proper nutrition (n = 25), financial limitations and geographical deficits dictate their challenges:

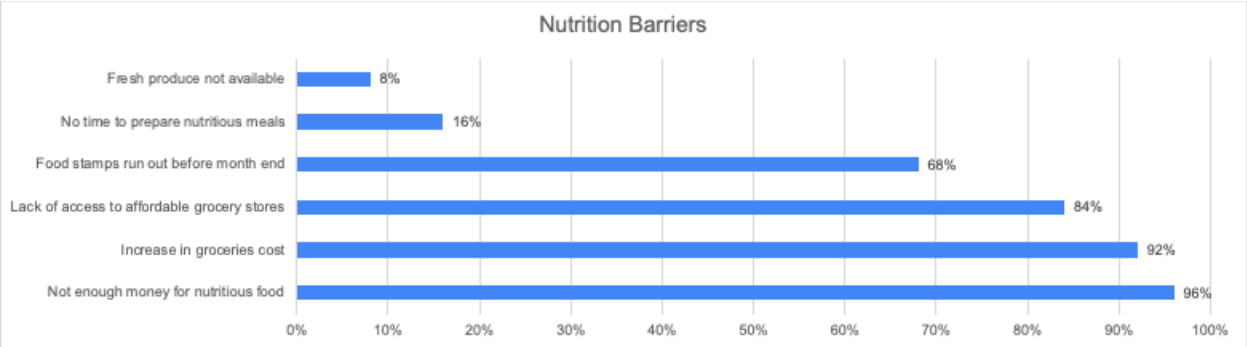
- **Macroeconomic and Capital Stress:** Financial restrictions directly impair nutritional choices. Nearly all affected individuals (96.0%, n = 24) reported a **lack of sufficient funds to purchase nutritious food**, compounded heavily by an **increase in grocery costs** (92.0%, n = 23), highlighting the severe impact of local inflation on household stability.
- **Systemic Gaps and Food Deserts:** Federal assistance program limitations and geographic isolation are highly prevalent. A significant 68.0% (n = 17) of respondents reported that their **food stamps run out before the end of the month**, while 84.0% (n = 21) pointed to a structural **lack of access to affordable grocery stores** in their vicinity.
- **Time and Selection Restraints:** To a lesser extent, logistical constraints affect food preparation, with 16.0% (n = 4) citing **no time to prepare nutritious meals** and 8.0% (n = 2) indicating that **fresh produce is entirely unavailable** in their immediate marketplace.

To understand consumer survival strategies amidst these transportation and geographical constraints regarding groceries, the survey captured how frequently participants shop at four distinct categories of retail outlets: Dollar Stores, Gas Stations, Traditional Grocery Stores, and Walmart. The data reveals distinct behavioral patterns based on proximity and price point:

- **Dollar Stores (n = 24 active shoppers):** Dollar stores serve as the premier destination for high-frequency, immediate needs. An overwhelming 95.8% (n = 23) of respondents who utilize dollar stores shop there on a **weekly** basis, while only 4.2% (n = 1) utilize them monthly.
- **Gas Stations (n = 17 active shoppers):** Convenience options like gas stations are also used with high regularity to supplement food needs, split relatively evenly between **weekly** shopping (47.1%, n = 8) and **monthly** shopping (52.9%, n = 9).
- **Traditional Grocery Stores (n = 22 active shoppers):** In stark contrast to dollar stores, traditional grocery stores are relied upon almost exclusively for large-scale, **monthly** provisioning (86.4%, n = 19). Only a minimal 9.1% (n = 2) manage to visit weekly, and 4.5% (n = 1) visit only once or twice a year.
- **Walmart (n = 25 active shoppers):** Replicating the trends seen in traditional grocery retail, Walmart acts primarily as a **monthly** hub (80.0% of users, n = 20). Weekly grocery trips to Walmart are restricted to 12.0% (n = 3) of its user base, while 8.0% (n = 2) visit only once or twice a year.







Qualitative Context: Lived Realities

Participants noted that the disappearance of independent grocers in counties like Mercer has created "food deserts." This vacuum forces families to rely on high-cost, low-nutrient options from local discount retailers:

"The small town grocery stores died out... People are forced to go to like the dollar generals... because they cannot get to a lower-cost chain store."

Furthermore, focus groups revealed that the charitable safety net is under immense pressure, with regional programs facing severe funding cuts:

"Our local food pantries are literally running dry... Senior Centers are being forced to cut back "Meals on Wheels"... the emergency food grid is failing."

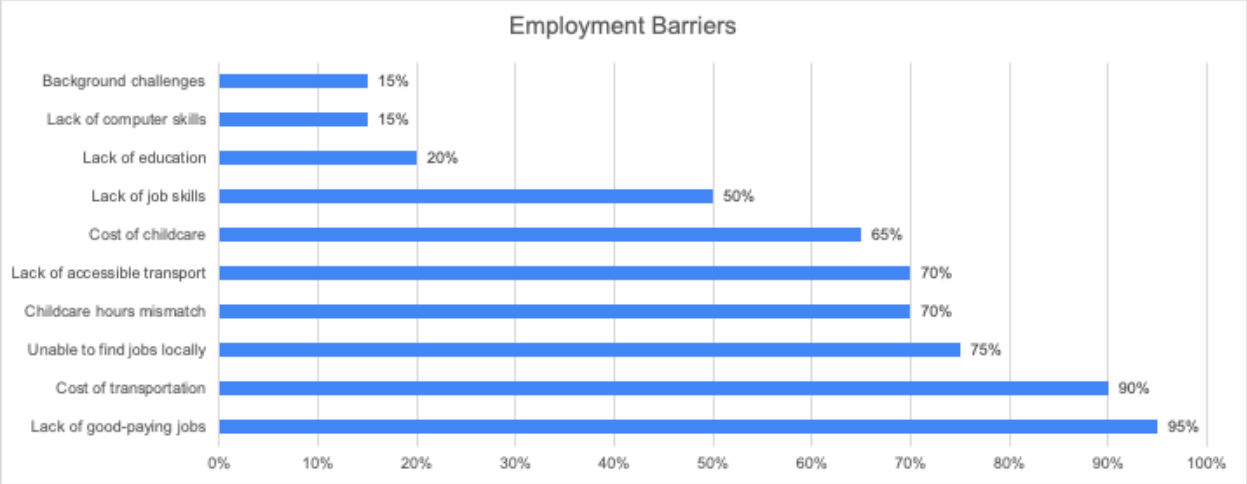
IV. Employment, Childcare, and Practical Skills Development

Quantitative Findings

Directly underpinning the community's overarching economic hardship is a pronounced struggle with labor market access and baseline employment stability. Out of the N = 42 total surveyed participants, nearly half (45.2%, n = 19) explicitly reported that they or a member of their household are currently struggling with employment. An additional 2.4% (n = 1) responded "Maybe," while 52.4% (n = 22) reported stable or non-impacted employment statuses.

For the sub-sample of families actively navigating employment-related hardships ($n = 19$), the barriers illustrate a profound vacuum of local economic opportunity compounded by critical logistical friction points:

- **Deficits in the Local Job Market:** The primary barrier identified by respondents is structural rather than skills-based. Every single affected respondent (100.0%, n = 19) cited a severe **lack of good-paying jobs with benefits** in their region. This is heavily reinforced by the fact that 78.9% (n = 15) stated they are simply **unable to find jobs in the area**, signaling a localized labor market that fails to offer living wages or sufficient employment volume.
- **The Intersections of Transportation Friction:** Logistical infrastructure heavily dictates an individual's capacity to maintain work. Mirroring the community's broader transit crisis, 94.7% (n = 18) of those struggling with work reported that the **cost of transportation** acts as a direct barrier to employment, while 73.7% (n = 14) cited a complete **lack of accessible transportation** to reach potential job sites.
- **Childcare Availability and Costs:** For working parents and caretakers, a total absence of supportive infrastructure prevents labor participation. A significant 73.7% (n = 14) pointed to a **lack of childcare during the hours needed** (such as second-shift or non-traditional work hours), and 68.4% (n = 13) noted that the baseline **cost of childcare** makes taking an available job financially counterproductive.
- **Workforce Readiness and Training:** To a lesser degree, institutional or skill-based limitations restrict opportunity. Over half of the struggling sub-sample (52.6%, n = 10) reported a **lack of skills to obtain a job**, 21.1% (n = 4) cited a **lack of education**, 15.8% (n = 3) experienced a **lack of computer skills**, and 15.8% (n = 3) reported **background challenges** that limit their employment opportunities.



Stress About Employment/Work

Response	Count	Percentage
Never	11	27%
Sometimes	4	10%
About half the time	6	15%
Most of the time	18	44%
Always	2	5%
Total	**41**	**100%**

Qualitative Context: Lived Realities

Qualitative insights from focus groups underscore that while labor participation remains the foundation of economic security, it concurrently functions as a recurring cycle of fragility for area residents. Stakeholders emphasized that prevailing local starting pay—generally ranging from $12 to $15 hourly—is insufficient to offset the high expense of regional childcare, resulting in a systemic hurdle where employment yields a net fiscal loss:

> *"The reality for many single parents is that even with employment, the cost of care exceeds their earnings. Eventually, they are forced to leave the workforce and rely on state aid because they simply cannot afford to maintain a job while raising children."*

Additionally, the absence of reasonably priced, structured care facilities compels households to depend upon unregulated, peer-based support systems found within local digital communities:

> *"I observe countless individuals on social media platforms questioning how they are expected to pay $1,200 for three children; it seems impossible when that amount is required just for basic supervision."*

Discussion

The 2026 Community Needs Assessment functions as a vital diagnostic tool, synthesizing quantitative metrics from the broader CNA Community Survey and the targeted Customer Impact Survey with qualitative narratives gathered during regional focus groups. Together, these data sources point to three interrelated barriers to self-sufficiency in North Central Missouri: transportation and mobility limitations, food security and healthy food access, and employment-related barriers shaped by child care costs, local job availability, and practical skills development needs.

Transportation emerged as a central barrier to mobility and economic participation. Quantitative data confirm a near-total absence of public transit among respondents who reported transportation needs, a finding reinforced by focus group participants who described the practical consequences of rigid scheduling and dependence on personal vehicles. This transportation barrier is closely connected to food access. Survey and focus group findings show that limited access to affordable grocery stores, rising food costs, and reliance on dollar stores or gas stations shape how households obtain food across the region.

The assessment also highlights a persistent gap between regional employment opportunities and the supports needed for residents to obtain and sustain work. Respondents identified a lack of good-paying jobs with benefits, transportation costs, child care availability, child care expenses, and practical skills needs as overlapping barriers. Education remains an important part of this priority, particularly when framed around technical training, computer literacy, job readiness, and other practical pathways to economic mobility.

Implications for Strategic Planning

These findings suggest that GHCAA's next three-year strategic plan should continue moving beyond single-service interventions toward coordinated, multi-domain strategies. Transportation, food access, employment, child care, and practical skills development are deeply connected; progress in one area is likely to depend on partnerships and resources in the others. By strengthening collaboration with regional education, transportation, food access, child care, workforce, and private-sector partners, GHCAA can align future planning with the lived realities of the individuals and families it serves.

Appendix

- **A:** CNA Community Survey Instrument
- **B:** Focus Group Facilitation Guides
- **C:** Client Impact Survey
- **D:** CNA Data Point Tables by Domain
- **E:** Programs and Services
- **F:** Board Approval Minutes (Standard 3.5)
- **G:** Stevens Amendment

Appendix A: CNA Community Survey Instrument

SECTION 1: DEMOGRAPHICS

Total Respondents: n = 43

Table 1: Service Usage

Response	Count	Percentage
Yes	33	76.7%
No	9	20.9%
No Response	1	2.3%
TOTAL	**43**	**100.0%**

Table 2: Age Distribution

Age Bracket	Count	Percentage
18-24	2	4.7%
25-34	10	23.3%
35-44	7	16.3%
45-54	7	16.3%
55-64	8	18.6%
65-74	7	16.3%
75+	1	2.3%
No Response	1	2.3%
TOTAL	**43**	**100.0%**

Table 3: Household Income Distribution

Income Bracket	Count	Percentage
Less than $10,000	2	4.7%
$10,000 to $14,999	1	2.3%
$15,000 to $24,999	13	30.2%
$25,000 to $34,999	15	34.9%
$35,000 to $49,999	3	7.0%

Income Bracket	Count	Percentage
$50,000 to $74,999	1	2.3%
$75,000 to $99,999	3	7.0%
$100,000 to $150,000	3	7.0%
Over $150,000	2	4.7%
No Response	1	2.3%
TOTAL	**43**	**100.0%**

Table 4: Race/Ethnicity Distribution

Race/Ethnicity	Count	Percentage
White	37	86.0%
Black or African American	2	4.7%
Hispanic	2	4.7%
No Response	2	4.7%
TOTAL	**43**	**100.0%**

SECTION 2: KEY COMMUNITY BARRIERS

(Multiple selections allowed per respondent - counts indicate number of times each barrier was selected)

Table 5: Transportation Barriers

Barrier	Count
Public transportation not available	28
Lack of credit to buy a car	26
No money for down payment on a vehicle	24
Public transportation routes and hours limited	22
Cannot afford vehicle taxes	22
Cannot afford auto insurance	22
Poor credit to finance a vehicle	22
Cannot afford the cost to maintain vehicle	16

Table 6: Nutrition Barriers

Barrier	Count
Not enough money to purchase nutritious food	24
Increase in groceries cost	23
Lack of access to affordable grocery stores	21
Food stamps run out before end of the month	17
No time to prepare nutritious meals	4
Fresh produce not available	2

Table 7: Education Barriers

Barrier	Count
Cost associated with higher education	11
Childcare issues/lack of childcare providers	9
Transportation issues	9
Lack of alternative education programs	2
Need help enrolling in college/technical program	1

SECTION 3: INSTITUTIONAL SATISFACTION & TRUST

Table 8: Local Perceptions and Trust Levels

Statement	SD	D	N	A	SA	NR
Plans with residents' interests	4	23	9	3	2	2
Works with local businesses	7	19	11	2	2	2
Creating positive future	3	28	5	2	3	2
Confidence in first responders	1	10	18	6	6	2
Police building trust	1	11	23	2	4	2

Table 9: Services Meeting Community Needs

Service Area	SD	D	N	A	SA	NR
K-12 education	0	8	22	8	3	2
Pre-K services	0	6	28	4	3	2

Service Area	SD	D	N	A	SA	NR
Post-secondary education	0	4	27	5	5	2
Vocational training	0	9	23	7	2	2
Job training	1	23	13	2	2	2
Health services	2	22	13	2	2	2
Pharmacy care	0	11	23	5	2	2
Childcare options	6	22	11	1	1	2

Appendix B: Focus Group Facilitation Guides

Focus Group: Community Partners & Key Sectors

This group focuses on systemic barriers, service gaps, and resource availability .

1. **Systemic Barriers:** What do you see as the single greatest barrier preventing families in our service area from achieving long-term financial stability?
2. **Employment Trends:** Beyond just the unemployment rate, what are the primary challenges people face when trying to advance into higher-paying jobs or new industries?
3. **Housing & Infrastructure:** How does the current availability of affordable housing and reliable transportation impact the success of the programs that we and others, such as NCMC, offer?
4. **Education & Skill Gaps:** Where do you see the biggest disconnect between the local education/training available and the actual skills required by employers today?
5. **Health & Productivity:** In what ways do you see unmet mental or physical health needs acting as a barrier to community members' quality of life and employment?
6. **Childcare Impact:** From a professional standpoint, how does the cost or availability of licensed childcare influence the local workforce?
7. **Resource Awareness:** What is the biggest challenge community members face when trying to navigate the various assistance programs available in our region?
8. **Collaborative Opportunities:** What is one resource or service currently missing in our community that would significantly improve the quality of life for the people we serve?

Focus Group: Community Members

This group focuses on the lived experience of residents and the daily reality of resource access.

1. **Economic Reality:** When you think about the cost of living in our area, which monthly expense feels the most difficult to keep up with right now?
2. **Job Accessibility:** If someone in your neighborhood is looking for work, what is the biggest thing standing in their way, such as lack of jobs, transportation, or training?
3. **Food Security:** How easy or difficult is it to find affordable, healthy food within a reasonable distance from your home?
4. **Housing Experience:** Have you or your neighbors experienced significant changes in rent, mortgage, or utility costs that have forced you to cut back on other essentials?
5. **Healthcare Access:** When someone in your family is sick or struggling with their mental health, what are the biggest hurdles to getting the care they need?
6. **Early Childhood:** For families with young children, what has been your experience with finding and paying for safe, reliable childcare?
7. **Community Safety:** How do concerns about safety or crime in your immediate neighborhood affect where you go, where you work, or how you spend your time?
8. **Visions for Change:** If you could change one thing about the services or resources available in your community to make life easier for your family, what would it be?

Appendix C: Client Impact Survey

The **GHCAA Customer Impact Survey** was created to gather direct feedback from community members who have utilized Green Hills Community Action Agency services. This anonymous input is vital for understanding current service effectiveness and guiding strategic improvements to better support the community. There were a total of 146 respondents **(N=146)**. The survey instrument used is outlined below.

Survey Questions

I. Demographics and Contact

1. What county do you live in? (Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, Sullivan)
2. What is the number of children under the age of 18 in your household?
3. Would you be interested in sharing your story to help others understand the value of these services? (Yes, No, Not Sure)
    a. If yes, please provide your contact information below.

II. GHCAA Service Usage and Experience

4. Thinking back, what was the primary reason you contacted GHCAA?
5. How did you originally learn about GHCAA?
6. Which GHCAA services did you or your household utilize? (Emergency Assistance, Housing/Rental Assistance, Housing Development, Weatherization, Energy Assistance / LIHEAP, Other)
7. Does your household face any safety or security issues (e.g., domestic violence, household violence, or environmental safety)?
8. Thinking about your overall experience with GHCAA, please rate your level of agreement with the following statements (Response Scale: Strongly Agree to Strongly Disagree / N/A):
    a. Accessing the services I needed was straightforward.
    b. The staff treated me with courtesy and respect throughout the process.
    c. Staff were knowledgeable and answered my questions clearly.
    d. The staff understood my specific situation and needs.
    e. The assistance I received addressed the issue I was facing at the time.
    f. Even if GHCAA couldn't help with everything, they directed me to other resources.
    g. My interactions with GHCAA have improved my living conditions or stability.

III. Outcomes and Future Direction

9. Looking back at the time since you received services, are you and your family: (More self-supporting now than before, Less self-supporting now than before, About the same / No change, Prefer not to answer)
    a. If you feel more self-supporting, what specific assistance helped you the most?
10. Overall, how would you rate the quality of the services you received from GHCAA? (Excellent, Good, Adequate, Poor, Unacceptable)
    a. Comments on the quality of services received:
11. Based on your experience, what level of confidence do you have in GHCAA to deliver necessary services to the community? (Complete, A lot, Some, Little, None)
    a. Comments on your confidence in GHCAA:

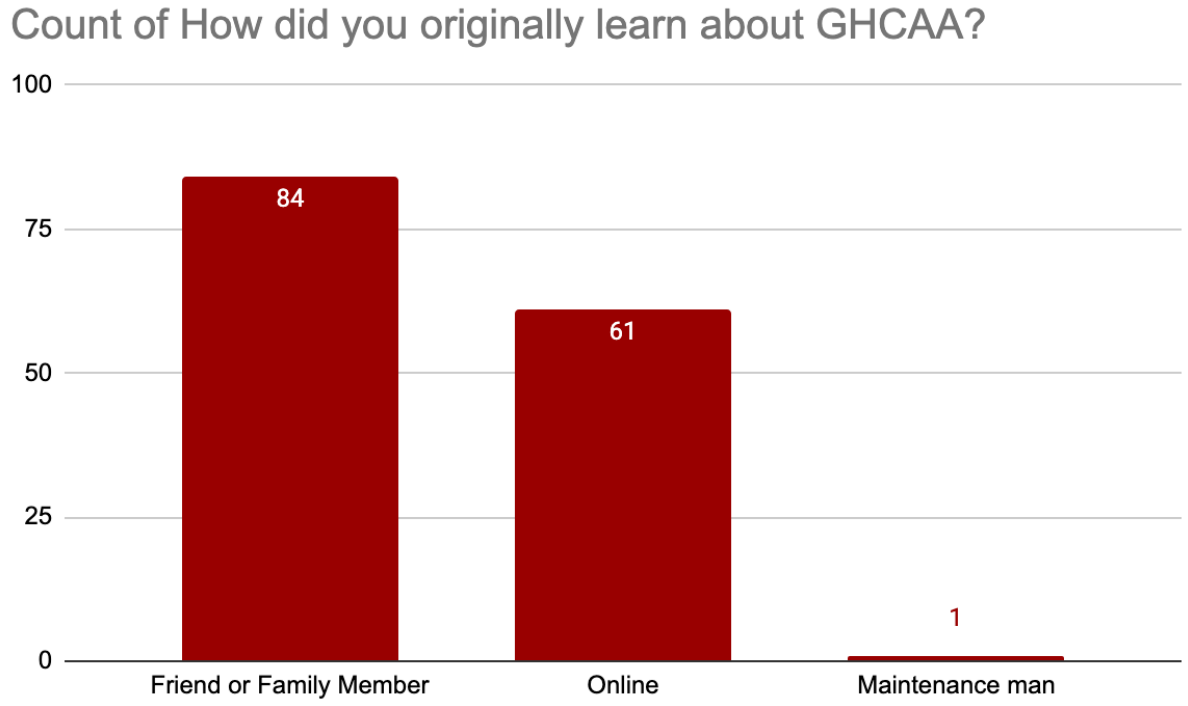
12. What additional services or programs would you like to see GHCAA offer in the future?
13. Do you have any other suggestions on how we could improve our services?

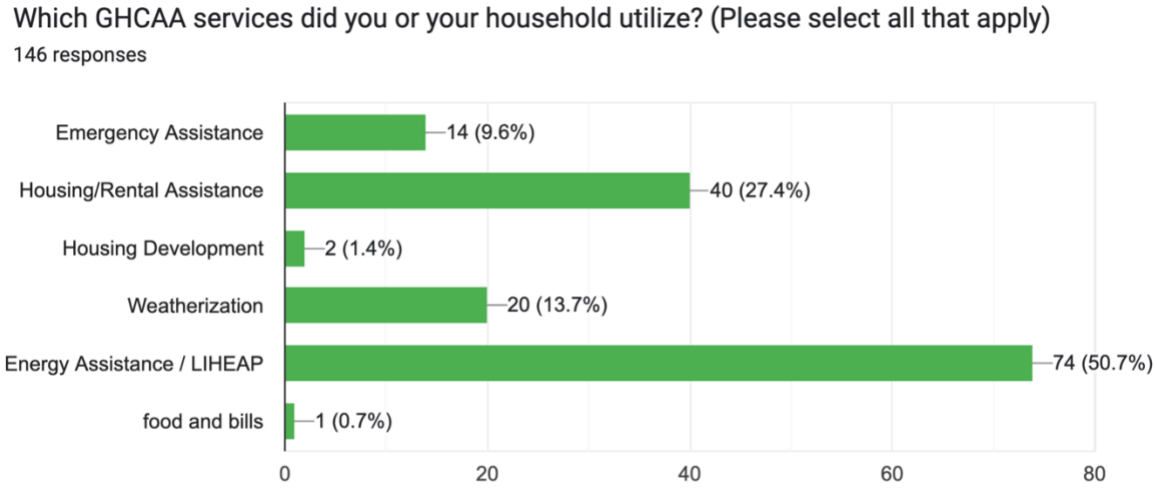
Survey Results

What county do you live in?	Percentage
Caldwell	8.9%
Daviess	8.2%
Grundy	26.7%
Harrison	7.5%
Linn	8.9%
Livingston	21.2%
Mercer	4.8%
Putnam	4.1%
Sullivan	9.6%
Grand Total	100.0%

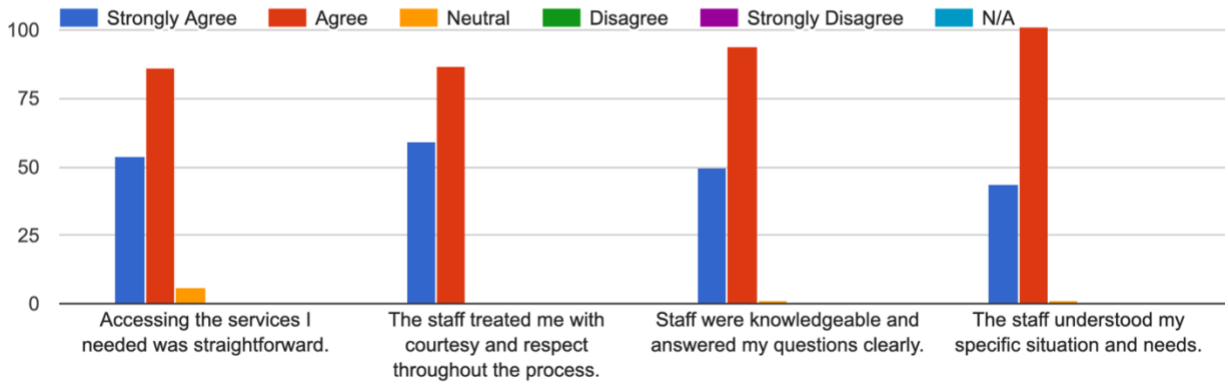
Summary of "Thinking back, what was the primary reason you contacted GHCAA?"

- **Housing Assistance:** The most frequent reason for contacting GHCAA was for housing needs, including general housing support, needing a place to live, dealing with homelessness, and receiving an eviction notice or needing help with rent.
- **Utility Bill Payments:** A major driver for contact was seeking assistance with paying utility bills, which included general utilities, gas, light bills (especially due to shut-off threats), and specific heating fuels like propane and wood heat.
- **Weatherization and Home Improvement:** Many respondents contacted the agency for help with weatherization, winterizing their homes, and related home improvements.
- **Heating Assistance:** Customers frequently sought help specifically for managing heating costs, including heating bills, heat, and heating assistance.
- **General Bill Payment:** Several contacts were made for general bill payment assistance beyond utilities, such as house bills or food bills.

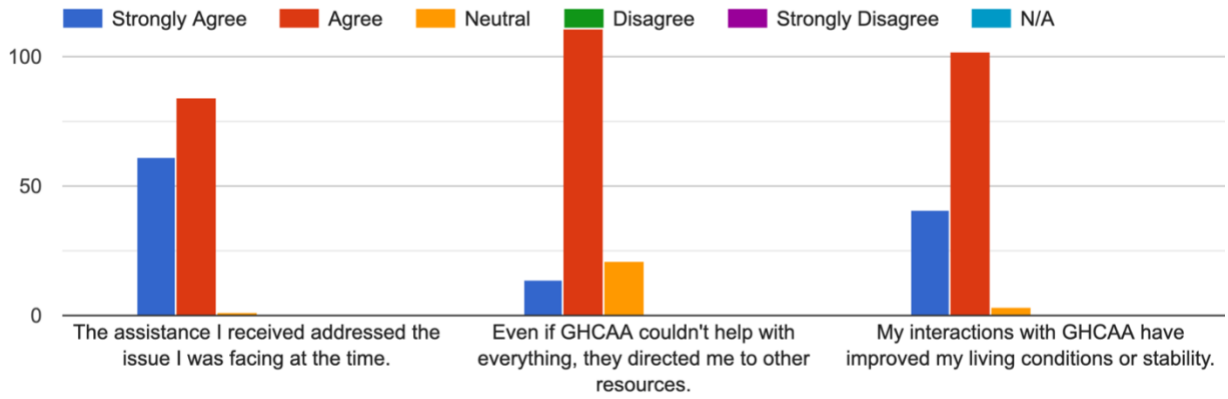

Count of How did you originally learn about GHCAA?
100
75
50
25
0
84
61
1
Friend or Family Member
Online
Maintenance man


Which GHCAA services did you or your household utilize? (Please select all that apply)
146 responses
Emergency Assistance
14 (9.6%)
Housing/Rental Assistance
40 (27.4%)
Housing Development
2 (1.4%)
Weatherization
20 (13.7%)
Energy Assistance / LIHEAP
74 (50.7%)
food and bills
1 (0.7%)
0
20
40
60
80

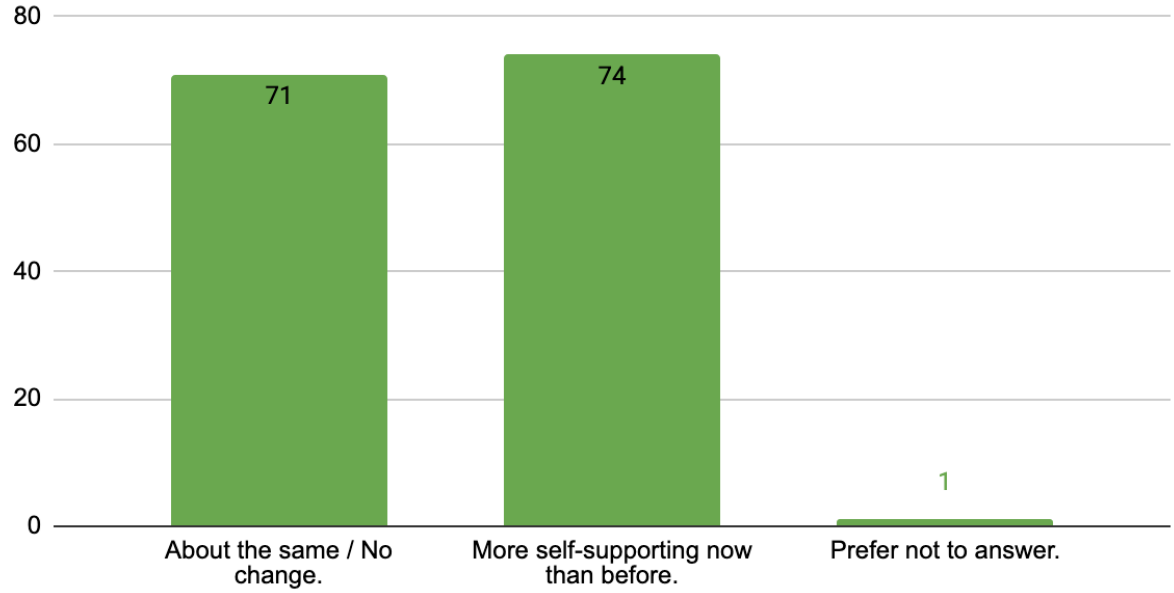
Thinking about your overall experience with GHCAA, please rate your level of agreement with the following statements.



(CONTINUED) Thinking about your overall experience with GHCAA, please rate your level of agreement with the following statements.

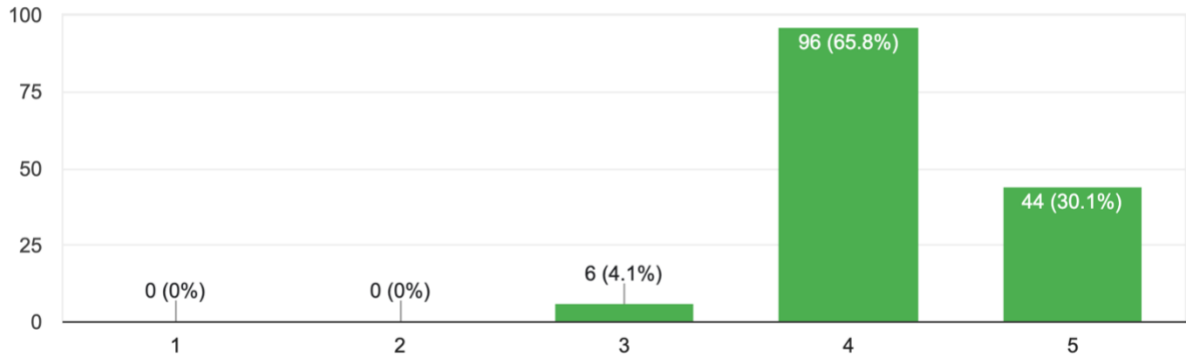


Looking back at the time since you received services, are you and your family:



Overall, how would you rate the quality of the services you received from GHCAA?

146 responses



Summary of "What additional services or programs would you like to see GHCAA offer in the future?"

- **Financial Assistance:** Respondents frequently requested increased funds for bills, utilities, and general financial assistance, noting that current assistance levels (such as $800 for bills) are insufficient.
- **Transportation:** A common suggestion was the addition of transportation-related services, including assistance with transportation and the direct provision of rides.
- **Basic Needs Support:** Other desired programs include expanding the food pantry and offering general food assistance.
- **Agency Availability:** One respondent wished for an increase in the number of GHCAA offices.

Summary of "Do you have any other suggestions on how we could improve our services?"
Increased Funding Needs: Multiple responses strongly suggested the need for more financial assistance for customers, specifically requesting increased funds for heat, bills, and generally wishing the agency had more money to hand out. **Government Funding:** Several respondents stated that the government should provide Green Hills Community Action Agency (GHCAA) with more money to help people with limited incomes. **Expanded Services:** Suggestions included help with transportation and the wish for assistance with major expenses, such as paying rent for the year.

Appendix D: CNA Data Point Tables by Domain

Data Points by Domain and Source

Domain	Data Points Covered	Authorized Source (Agency)
Employment	Unemployment, Job Growth, Commute Methods, Industry Growth.	U.S. Bureau of Labor Statistics (BLS) & Census ACS (Journey to Work).
Education	Grad Rates, Early Ed/Higher Ed Enrollment & Completion, Literacy.	Missouri Dept. of Elementary & Secondary Education (DESE) & NCES.
Income	Poverty Rates (100/150/200%), Living Wage, Median Income, Disability.	U.S. Census Bureau (SAIPE), MIT Living Wage, & Social Security Admin.
Housing	Ownership, Foreclosure, Utilities, Median Rent/Mortgage, Homelessness.	U.S. Census Bureau, HUD (Fair Market Rents), & MO Dept. of Natural Resources.
Health & Nutrition	Food Availability/Insecurity, Uninsured Rates, Mental Health Ratios.	MO Dept. of Health & Senior Services (MICA) & County Health Rankings.
Civic Engagement	Voter Registration, Volunteer Organizations.	Missouri Secretary of State (SOS) & IRS Exempt Organization Master File.
Multiple Domains	Total HH, Child Care Costs/Facilities, Crime Rates, Veterans.	MO State Highway Patrol, Child Care Aware of MO, & VA VetPop Modeling.
Demographic	All Historical & Intersectional Data (Race/Age/Gender)	U.S. Census Bureau American Community Survey (ACS) 5-Year Estimates.

Community Profile; Demographics by County (2025 Est.)

County	Total Pop. (2025 Est.)	White %	Black %	Asian %	Hispanic %	Two+ %
Caldwell	9,012	94.8%	1.1%	0.6%	2.5%	2.6%
Daviess	8,558	96.7%	0.7%	0.4%	1.9%	1.6%
Grundy	9,787	92.0%	<1.0%*	1.0%	3.0%	3.0%
Harrison	8,281	96.3%	0.5%	0.5%	3.2%	1.9%

County	Total Pop. (2025 Est.)	White %	Black %	Asian %	Hispanic %	Two+ %
Linn	11,852	94.0%	1.0%	<1.0%*	3.0%	2.0%
Livingston	14,708	91.0%	3.0%	<1.0%*	2.0%	3.0%
Mercer	3,482	91.0%	<1.0%*	1.0%	5.0%	3.0%
Putnam	4,546	96.6%	0.3%	0.6%	3.1%	2.2%
Sullivan	5,870	85.1%	1.6%	0.4%	11.2%	1.5%
Source	U.S. Census Bureau QuickFacts (2025); Census Reporter (ACS 2024).					

Education

Caldwell County data:

Indicator	Subset	2024/25 Annual Data Point
High School Graduation Rate	Total (Male: 91.2% / Female: 93.6%)	92.4%
	Race: White (92.8%) / Black () / Hispanic ()	
Early Education Enrollment	Age: 3–4 Years (82) / 5 Years (82)	164
	Gender: Male (86) / Female (78)	
Higher Education Enrollment	Age: 18–24 (192) / 25+ (126)	318
	Race: White (304) / Other (*)	
Higher Education Completion	Gender: Male (24.8%) / Female (30.4%)	27.6%
	Race: White (28.1%) / Black () / Hispanic ()	
Adult Literacy Rate	Total Pop (Age 16–74)	81.0%

Indicator	Subset	2024/25 Annual Data Point
Data Definition Note	Higher Education Completion refers to the percentage of the population aged 25+ who have attained an Associate's degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Daviess County data:

Indicator	Subset	2024/25 Annual Data Point
High School Graduation Rate	Total (Male: 89.4% / Female: 92.2%)	90.8%
	Race: White (91.1%) / Hispanic (84.5%)	
Early Education Enrollment	Age: 3–4 Years (68) / 5 Years (74)	142
	Gender: Male (70) / Female (72)	
Higher Education Enrollment	Age: 18–24 (155) / 25+ (90)	245
	Gender: Male (110) / Female (135)	
Higher Education Completion	Gender: Male (21.5%) / Female (26.7%)	24.1%
	Race: White (24.6%) / Other (*)	
Adult Literacy Rate	Total Pop (Age 16–74)	83.0%
Data Definition Note	Higher Education Completion refers to the percentage of the population aged 25+ who have attained an Associate's degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	

Indicator	Subset	2024/25 Annual Data Point
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Harrison County data:

Indicator	Subset	2024/25 Annual Data Point
High School Graduation Rate	Total (Male: 92.5% / Female: 95.7%)	94.1%
	Race: White (94.6%) / Hispanic (*)	
Early Education Enrollment	Age: 3–4 Years (94) / 5 Years (87)	181
	Gender: Male (95) / Female (86)	
Higher Education Enrollment	Age: 18–24 (180) / 25+ (110)	290
	Gender: Male (132) / Female (158)	
Higher Education Completion	Gender: Male (19.4%) / Female (26.2%)	22.8%
	Race: White (23.2%) / Other (*)	
Adult Literacy Rate	Total Pop (Age 16–74)	79.0%
Data Definition Note	Higher Education Completion refers to the percentage of the population aged 25+ who have attained an Associate's degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Grundy County data:

Indicator	Subset	2024/25 Annual Data Point
High School Graduation Rate	Total (Male: 91.8% / Female: 95.4%)	93.6%

Indicator	Subset	2024/25 Annual Data Point
Early Education Enrollment	Age: 3–4 Years (112) / 5 Years (98)	210
Higher Education Enrollment	Total (Includes regional college enrollment)	942
Higher Education Completion	Gender: Male (28.1%) / Female (34.7%)	31.4%
Adult Literacy Rate	Total Pop (Age 16–74)	82.0%

Linn County data:

Indicator	Subset	2024/25 Annual Data Point
High School Graduation Rate	Total (Male: 90.1% / Female: 93.7%)	91.9%
Early Education Enrollment	Age: 3–4 Years (130) / 5 Years (118)	248
Higher Education Enrollment	Age: 18–24 (310) / 25+ (176)	486
Higher Education Completion	Gender: Male (23.2%) / Female (29.8%)	26.5%
	Race: White (27.1%) / Black (*) / *Hispanic (*)	
Adult Literacy Rate	Total Pop (Age 16–74)	80.0%
Data Definition Note	Higher Education Completion refers to the percentage of the population aged 25+ who have attained an Associate's degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Livingston County data:

Indicator	Subset	2024/25 Annual Data Point

High School Graduation Rate	Total (Male: 94.4% / Female: 96.0%)	95.2%
Early Education Enrollment	Age: 3–4 Years (162) / 5 Years (140)	302
Higher Education Enrollment	Age: 18–24 (345) / 25+ (167)	512
Higher Education Completion	Gender: Male (29.5%) / Female (34.9%)	32.2%
	Race: White (33.1%) / Black *() / Hispanic ()*	
Adult Literacy Rate	Total Pop (Age 16–74)	84.0%
Data Definition Note	Higher Education Completion refers to the percentage of the population aged 25+ who have attained an Associate's degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Mercer County data:

Indicator	**Subset**	**2024/25 Annual Data Point**
High School Graduation Rate	Total (Male: 95.8% / Female: 97.2%)	96.5%
Early Education Enrollment	Age: 3–4 Years (30) / 5 Years (34)	64
Higher Education Enrollment	Age: 18–24 (62) / 25+ (40)	102
Higher Education Completion	Gender: Male (18.6%) / Female (24.2%)	21.4%
	Race: White (21.9%) / Other (*)	
Adult Literacy Rate	Total Pop (Age 16–74)	78.0%
Data Definition Note	Higher Education Completion refers to the percentage of the population aged	

	25+ who have attained an Associate's degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Putnam County data:

Indicator	Subset	2024/25 Annual Data Point
High School Graduation Rate	Total (Male: 91.5% / Female: 94.9%)	93.2%
Early Education Enrollment	Age: 3–4 Years (52) / 5 Years (44)	96
Higher Education Enrollment	Age: 18–24 (100) / 25+ (54)	154
Higher Education Completion	Gender: Male (20.8%) / Female (27.0%)	23.9%
	Race: White (24.3%) / Other (*)	
Adult Literacy Rate	Total Pop (Age 16–74)	80.0%
Data Definition Note	Higher Education Completion refers to the percentage of the population aged 25+ who have attained an Associate's	

	degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Sullivan County data:

Indicator	Subset	2024/25 Annual Data Point
High School Graduation Rate	Total (Male: 87.2% / Female: 91.6%)	89.4%
	Race: White (91.2%) / Hispanic (82.1%)	
Early Education Enrollment	Age: 3–4 Years (60) / 5 Years (68)	128
Higher Education Enrollment	Age: 18–24 (112) / 25+ (84)	196
Higher Education Completion	Race: White (22.5%) / Hispanic (11.8%)	19.8%
Adult Literacy Rate	Total Pop (Age 16–74)	76.0%

Data Definition Note	Higher Education Completion refers to the percentage of the population aged 25+ who have attained an Associate's degree, professional certificate, or higher.	
Suppression Note	(*) Data is suppressed or unavailable for this subset to protect privacy due to small population counts.	
Source	MO DESE; U.S. Census Bureau ACS (2024 5-Year); NCES PIAAC	

Employment

Caldwell County data:

Indicator	2024 Annual Data Point
Unemployment Rate	3.1%
Small Business Growth Rate	+1.2%
Job Growth Rate	+1.2%
Method of Commute	Drove Alone (84.2%), Carpool (9.1%), Worked from Home (5.8%)
Growth Rate by Industry	Construction & Trade (+2.4%)

Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Daviess County data:

Indicator	**2024 Annual Data Point**
Unemployment Rate	2.9%
Small Business Growth Rate	+0.8%
Job Growth Rate	-5.6%
Method of Commute	Drove Alone (78.5%), Carpool (12.4%), Worked from Home (6.1%)
Growth Rate by Industry	Agriculture & Agribusiness (+1.1%)
Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Harrison County data:

Indicator	**2024 Annual Data Point**
Unemployment Rate	3.0%

Small Business Growth Rate	+1.5%
Job Growth Rate	+0.7%
Method of Commute	Drove Alone (82.1%), Carpool (10.3%), Worked from Home (4.9%)
Growth Rate by Industry	Health Care & Social Assistance (+3.2%)
Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Grundy County data:

Indicator	**2024 Annual Data Point**
Unemployment Rate	3.3%
Small Business Growth Rate	+0.5%
Job Growth Rate	-2.0%
Method of Commute	Drove Alone (85.4%), Carpool (8.2%), Walked (2.1%)
Growth Rate by Industry	Professional & Technical Services (+1.8%)

Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Linn County data:

Indicator	**2024 Annual Data Point**
Unemployment Rate	3.2%
Small Business Growth Rate	+1.1%
Job Growth Rate	+0.9%
Method of Commute	Drove Alone (83.8%), Carpool (8.4%), Worked from Home (4.5%)
Growth Rate by Industry	Manufacturing (+2.1%)
Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Livingston County data:

Indicator	**2024 Annual Data Point**
Unemployment Rate	2.8%

Small Business Growth Rate	+1.7%
Job Growth Rate	+1.1%
Method of Commute	Drove Alone (81.6%), Carpool (9.2%), Worked from Home (5.4%)
Growth Rate by Industry	Retail Trade & Logistics (+2.5%)
Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Mercer County data:

Indicator	**2024 Annual Data Point**
Unemployment Rate	2.7%
Small Business Growth Rate	+0.4%
Job Growth Rate	-1.5%
Method of Commute	Drove Alone (77.2%), Worked from Home (13.7%), Carpool (9.4%)
Growth Rate by Industry	Agricultural Services (+1.3%)

Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Putnam County data:

Indicator	**2024 Annual Data Point**
Unemployment Rate	3.2%
Small Business Growth Rate	+0.6%
Job Growth Rate	+0.3%
Method of Commute	Drove Alone (79.4%), Carpool (11.5%), Worked from Home (6.8%)
Growth Rate by Industry	Public Administration (+1.9%)
Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Sullivan County data:

Indicator	**2024 Annual Data Point**

Unemployment Rate	2.6%
Small Business Growth Rate	+0.9%
Job Growth Rate	+1.4%
Method of Commute	Drove Alone (76.1%), Carpool (14.8%), Worked from Home (4.2%)
Growth Rate by Industry	Food Processing/Agriculture (+4.1%)
Source	BLS LAUS 2024; MERIC QCEW 2024; U.S. Census ACS 2024 (5-Year)

Health & Nutrition[1]

Caldwell County data:

Indicator	Subset	2024/25 Data Point
Food Availability Index	Total (Scale 0-10)	7.0
Food Insecurity Rate	Total Individuals	12.4%

[1] **Food Environment Index:** A composite metric (0–10) from the **County Health Rankings & Roadmaps (2025)** that equally weights two indicators: **Food Access** (the percentage of the population that is low-income and lives more than 10 miles from a grocery store in rural areas) and **Food Insecurity** (the percentage of the population lacking reliable access to a sufficient quantity of affordable, nutritious food).

	Age: Children (15.2%)	
Uninsured Rate	Total (<65)	10.3%
	Age: Children (6.5%) / Adults 19-64 (12.8%)	
Mental Health Providers	Ratio to Population	1,510:1
Infant Death Rate	Rate per 1,000 births	6.2 (Regional Average)
Data Notes	Food Index reflects moderate proximity to grocery stores vs. income levels.	
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Daviess County data:

Indicator	**Subset**	**2024/25 Data Point**
Food Availability Index	Total (Scale 0-10)	8.0
Food Insecurity Rate	Total Individuals	13.1%

Uninsured Rate	Total (<65)	13.5%
Mental Health Providers	Ratio to Population	2,780:1
Infant Death Rate	Rate per 1,000 births	6.4
Data Notes	Higher uninsured rate is typical for counties with large self-employed/farming populations.	
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Harrison County data:

Indicator	**Subset**	**2024/25 Data Point**
Food Availability Index	Total (Scale 0-10)	6.0
Food Insecurity Rate	Total Individuals	14.8%
	Age: Children (18.1%)	
Uninsured Rate	Total (<65)	12.1%

Mental Health Providers	Ratio to Population	1,030:1
Infant Death Rate	Rate per 1,000 births	7.1
Data Notes	Food Availability (6.0) is lower due to limited full-service grocers outside Bethany.	
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Grundy County data:

Indicator	**Subset**	**2024/25 Data Point**
Food Availability Index	Total (Scale 0-10)	6.0
Food Insecurity Rate	Total Individuals	15.2%
	Age: Children (19.4%)	--
Uninsured Rate	Total (<65)	11.4%
Mental Health Providers	Ratio to Population	380:1 (Regional Hub)
Infant Death Rate	Rate per 1,000 births	6.8

Data Notes	Provider ratio is significantly better due to regional health facilities in Trenton.	
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Linn County data:

Indicator	Subset	2024/25 Data Point
Food Availability Index	Total (Scale 0-10)	7.0
Food Insecurity Rate	Total Individuals	16.1%
	Age: Children (21.5%)	
Uninsured Rate	Total (<65)	10.8%
Mental Health Providers	Ratio to Population	760:1
Infant Death Rate	Rate per 1,000 births	6.9
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Livingston County data:

Indicator	Subset	2024/25 Data Point
Food Availability Index	Total (Scale 0-10)	8.0
Food Insecurity Rate	Total Individuals	13.5%
Uninsured Rate	Total (<65)	9.8%
Mental Health Providers	Ratio to Population	410:1
Infant Death Rate	Rate per 1,000 births	6.1
Data Notes	High Food Availability (8.0) reflects Chillicothe's status as a regional commerce center.	
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Mercer County data:

Indicator	Subset	2024/25 Data Point

Food Availability Index	Total (Scale 0-10) "Mercer County ranks in the worst 25% of counties nationally for food environment, indicating a critical intersection of geographic isolation and economic food insecurity."	4.0
Food Insecurity Rate	Total Individuals	14.2%
Uninsured Rate	Total (<65)	15.2%
	Race: White (14.5%) / Hispanic (*)	
Mental Health Providers	Ratio to Population	0:1 (No local providers)
Infant Death Rate	Rate per 1,000 births	7.5
Data Notes	Mercer is a designated mental health professional shortage area (HPSA).	
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Putnam County data:

Indicator	Subset	2024/25 Data Point
Food Availability Index	Total (Scale 0-10)	7.0
Food Insecurity Rate	Total Individuals	14.5%
Uninsured Rate	Total (<65)	14.8%
Mental Health Providers	Ratio to Population	1,580:1
Infant Death Rate	Rate per 1,000 births	6.5
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Sullivan County data:

Indicator	Subset	2024/25 Data Point
Food Availability Index	Total (Scale 0-10)	7.0
Food Insecurity Rate	Total Individuals	15.8%
	Race: White (14.1%) / Hispanic (22.3%)	

Uninsured Rate	Total (<65)	15.5%
	Race: White (12.4%) / Hispanic (28.2%)	
Mental Health Providers	Ratio to Population	3,010:1
Infant Death Rate	Rate per 1,000 births	7.2
Data Notes	Racial disparities in insurance coverage are significant in Sullivan's workforce.	
Source	MO Hunger Atlas 2025; County Health Rankings 2025; MO DHSS	

Housing

Caldwell County data:

Indicator	Subset	2024/25 Data Point
Home Ownership	Total Rate	78.4%

	By Race: White (79.1%) / Other (*)	
	By Gender: Male (81.2%) / Female (72.5%)	
	By Age: Under 35 (52%) / 35-64 (81%) / 65+ (86%)	
Foreclosure Rate	Total	0.02% (1 in 5,000 units)
Utility Costs	Avg. Monthly	$385.00
Median Rental	HUD Fair Market Rent (2-BR)	$1,346.00 (KC Metro)
Median Mortgage	Owner-occupied units	$1,145.00
Low Income Housing	HUD Subsidized Units	~40 units
	Availability Status	Limited / High Waitlist
Single Parent HH	% of HH with Children	31.7%
Data Notes	Caldwell falls under the KC Metro HUD area. Waitlist managed by West Central MO CAA.	

Source	U.S. Census ACS 2024; HUD FY2025; MO PSC; MO BoS CoC	

Daviess County data:

Indicator	Subset	2024/25 Data Point
Home Ownership	Total Rate	76.2%
Utility Costs	Avg. Monthly	$378.00
Median Rental	HUD Fair Market Rent (2-BR)	$824.00
Median Mortgage	Total	$1,025.00
Low Income Housing	HUD Subsidized Units	~35 units
	Availability Status	Limited HUD Inventory
Avg Household Size	Total	2.62 Persons
Single Parent HH	% of HH with Children	19.8%
Source	U.S. Census ACS 2024; HUD FY2025; ATTOM Data	

Harrison County data:

Indicator	Subset	2024/25 Data Point
Home Ownership	Total Rate	74.5%
Foreclosure Rate	Total	0.05%
Median Rental	HUD Fair Market Rent (2-BR)	$824.00
Low Income Housing	HUD Subsidized Units	~120 units
	Availability Status	High Demand / Waitlist: Closed
	Severe Cost Burden	19.9% of all renters
Single Parent HH	% of HH with Children	31.7%
Data Notes	Managed by Bethany Housing Authority. Severe lack of family-sized units.	
Source	U.S. Census ACS 2024; HUD FY2025; MHDC 2025 Strategic Plan	

Grundy County data:

Indicator	Subset	2024/25 Data Point
Home Ownership	Total Rate	71.2%
Utility Costs	Avg. Monthly	$360.00
Median Rental	HUD Fair Market Rent (2-BR)	$824.00
Low Income Housing	HUD Subsidized Units	~210 units
	Availability Status	Waiting List Variable
Avg Household Size	Total	2.35 Persons
Single Parent HH	% of HH with Children	22.1%
Data Notes	Managed by Trenton Housing Authority.	
Source	U.S. Census ACS 2024; HUD FY2025; MHDC	

Linn County data:

Indicator	Subset	2024/25 Data Point

Home Ownership	Total Rate	73.8%
Foreclosure Rate	Total	0.06%
Median Rental	HUD Fair Market Rent (2-BR)	$824.00
Low Income Housing	HUD Subsidized Units	~180 units
	Availability Status	Critical Need / Limited Stock
Single Parent HH	% of HH with Children	26.0%
Data Notes	Managed by Brookfield and Marceline Housing Authorities.	
Source	U.S. Census ACS 2024; HUD FY2025; MO BoS CoC	

Livingston County data:

Indicator	**Subset**	**2024/25 Data Point**
Home Ownership	Total Rate	70.5%
Foreclosure Rate	Total	1 in 4,412 (January 2026)

Median Rental	HUD Fair Market Rent (2-BR)	$824.00
Low Income Housing	HUD Subsidized Units	~340 units
	Availability Status	Moderate (Chillicothe Hub)
Single Parent HH	% of HH with Children	31.9%
Data Notes	Largest HUD inventory in the 9-county region. Managed by Chillicothe Housing Authority.	
Source	U.S. Census ACS 2024; HUD FY2025; ATTOM Data 2026	

Mercer County data:

Indicator	**Subset**	**2024/25 Data Point**
Home Ownership	Total Rate	79.1%
Median Rental	HUD Fair Market Rent (2-BR)	$824.00
Low Income Housing	HUD Subsidized Units	~20 units

	Availability Status	Very Low / Zero active LIHTC family units
Avg Household Size	Total	2.40 Persons
Single Parent HH	% of HH with Children	45.4%
Data Notes	Available stock is primarily restricted to seniors (62+) or individuals with disabilities.	
Source	U.S. Census ACS 2024; HUD FY2025; Missouri Kids Count 2025	

Putnam County data:

Indicator	**Subset**	**2024/25 Data Point**
Home Ownership	Total Rate	77.8%
Utility Costs	Avg. Monthly	$358.00
Median Rental	HUD Fair Market Rent (2-BR)	$824.00
Low Income Housing	HUD Subsidized Units	~30 units

	Availability Status	Low Availability / Zero active LIHTC family units
Avg Household Size	Total	2.25 Persons
Single Parent HH	% of HH with Children	29.7%
Data Notes	Managed by Unionville Housing Authority. High need for family-based subsidies.	
Source	U.S. Census ACS 2024; HUD FY2025; ATTOM Data 2026	

Sullivan County data:

Indicator	**Subset**	**2024/25 Data Point**
Home Ownership	Total Rate	68.2%
	By Race: White (74.1%) / Hispanic (48.5%)	
Foreclosure Rate	Total	1 in 4,670 (January 2026)
Median Rental	HUD Fair Market Rent (2-BR)	$824.00

Low Income Housing	HUD Subsidized Units	~85 units
	Availability Status	Stock Shortage / Waitlist: Closed
	Housing Need	High Overcrowding Index
Single Parent HH	% of HH with Children	33.1%
Data Notes	Managed by Milan Housing Authority. Workforce housing shortage noted for Hispanic population.	
Source	U.S. Census ACS 2024; HUD FY2025; MHDC 2025 Strategic Plan	

Income

Caldwell County data:

Indicator	**Subset**	**2024/25 Data Point**
Poverty Rate	Total	12.5%
	Gender: Male (11.2%) / Female (13.8%)	

	Age: Under 18 (15.5%) / 18-64 (11.4%) / 65+ (10.3%)	
Median HH Income	Total	$64,310
	Gender: Male ($71,200) / Female ($52,150)	
Fixed Income	Social Security (1,842 individuals)	20.5%
State Assistance	SNAP/Medicaid/TANF (2,272 individuals)	25.2%
Disability Rate	SSA Disability Recipients (SSI/SSDI)	10.4%
Data Notes	Living Wage based on MIT local market basket; Fixed income includes SSA retirement/survivor benefits.	
Suppression	(*) Data suppressed for privacy in categories with <10 individuals.	
Source	U.S. Census ACS 2024; MO DSS; MIT Living Wage; MERIC	

Daviess County data:

Indicator	Subset	2024/25 Data Point
Poverty Rate	Total	14.0%
	Gender: Male (12.8%) / Female (15.2%)	
	Age: Under 18 (17.2%) / 18-64 (12.9%) / 65+ (11.4%)	
Median HH Income	Total	$61,220
	Gender: Male ($68,400) / Female ($48,900)	
Fixed Income	Social Security (1,780 individuals)	20.8%
State Assistance	SNAP/Medicaid/TANF (2,128 individuals)	24.9%
Disability Rate	SSA Disability Recipients (SSI/SSDI)	11.2%
Data Notes	Living Wage reflects 1 Adult/0 Child baseline; Assistance totals are unduplicated caseloads.	

Suppression	(*) Small population count prevents specific racial poverty breakdown.	
Source	U.S. Census ACS 2024; MO DSS; SSA; MIT Living Wage	--

Harrison County data:

Indicator	Subset	2024/25 Data Point
Poverty Rate	Total	15.8%
	Gender: Male (14.1%) / Female (17.5%)	
	Age: Under 18 (21.3%) / 18-64 (14.2%) / 65+ (13.5%)	
Median HH Income	Total	$55,910
Fixed Income	Social Security (1,910 individuals)	23.3%
State Assistance	SNAP/Medicaid/TANF (2,565 individuals)	31.3%
Disability Rate	SSA Disability Recipients (SSI/SSDI)	12.8%

Data Notes	High percentage of fixed-income residents vs. regional average.	
Suppression	(*) Demographic subsets <5% of total are suppressed for accuracy.	
Source	U.S. Census ACS 2024; MO DSS; MERIC	

Grundy County data:

Indicator	Subset	2024/25 Data Point
Poverty Rate	Total	15.1%
	Gender: Male (13.9%) / Female (16.2%)	
	Age: Under 18 (19.8%) / 18-64 (14.1%) / 65+ (12.6%)	
Median HH Income	Total	$53,440
Fixed Income	Social Security (2,050 individuals)	21.0%

State Assistance	SNAP/Medicaid/TANF (2,782 individuals)	28.5%
Disability Rate	SSA Disability Recipients (SSI/SSDI)	11.5%
Data Notes	Fixed income calculated on 65+ population density.	
Source	U.S. Census ACS 2024; MO DSS; MIT Living Wage	

Linn County data:

Indicator	**Subset**	**2024/25 Data Point**
Poverty Rate	Total	14.7%
	Age: Under 18 (19.2%) / 18-64 (13.8%) / 65+ (11.9%)	
Median HH Income	Total	$56,790
Fixed Income	Social Security (2,840 individuals)	23.8%
State Assistance	SNAP/Medicaid/TANF (3,345 individuals)	28.1%

Disability Rate	SSA Disability Recipients (SSI/SSDI)	13.2%
Data Notes	Assistance totals include Medicaid expansion enrollment data.	
Source	U.S. Census ACS 2024; MO DSS; SSA; MERIC	

Livingston County data:

Indicator	**Subset**	**2024/25 Data Point**
Poverty Rate	Total	13.1%
	Gender: Male (11.8%) / Female (14.4%)	
	Age: Under 18 (17.5%) / 18-64 (12.2%) / 65+ (10.9%)	
Median HH Income	Total	$62,150
Fixed Income	Social Security (3,210 individuals)	21.9%
State Assistance	SNAP/Medicaid/TANF (3,818 individuals)	26.0%

Disability Rate	SSA Disability Recipients (SSI/SSDI)	10.9%
Data Notes	Livingston serves as a regional commerce hub; wage data reflects this.	
Source	U.S. Census ACS 2024; MO DSS; MIT Living Wage	

Mercer County data:

Indicator	**Subset**	**2024/25 Data Point**
Poverty Rate	Total	14.6%
	Age: Under 18 (20.1%) / 18-64 (13.5%) / 65+ (12.1%)	
Median HH Income	Total	$58,920
	Race: White ($60,357) / Hispanic ($42,100)	
Fixed Income	Social Security (840 individuals)	24.3%

State Assistance	SNAP/Medicaid/TANF (882 individuals)	25.6%
Disability Rate	SSA Disability Recipients (SSI/SSDI)	12.1%
Data Notes	Race breakdown includes Hispanic subsets.	
Source	U.S. Census ACS 2024; MO DSS; SSA	

Putnam County data:

Indicator	**Subset**	**2024/25 Data Point**
Poverty Rate	Total	15.7%
	Age: Under 18 (22.5%) / 18-64 (15.5%) / 65+ (14.2%)	
Median HH Income	Total	$53,110
Fixed Income	Social Security (1,215 individuals)	26.8%
State Assistance	SNAP/Medicaid/TANF (1,318 individuals)	29.0%

Disability Rate	SSA Disability Recipients (SSI/SSDI)	14.2%
Data Notes	Highest concentration of elderly/fixed income in the 9-county region.	
Source	U.S. Census ACS 2024; MO DSS; MERIC	

Sullivan County data:

Indicator	**Subset**	**2024/25 Data Point**
Poverty Rate	Total	17.7%
	Gender: Male (16.5%) / Female (18.9%)	
	Race: White (15.2%) / Hispanic (24.8%)	
	Age: Under 18 (26.4%) / 18-64 (17.5%) / 65+ (14.1%)	
Median HH Income	Total	$57,230

	Race: White ($59,400) / Hispanic ($46,800)	
Fixed Income	Social Security (1,180 individuals)	21.5%
State Assistance	SNAP/Medicaid/TANF (1,922 individuals)	35.0%
Disability Rate	SSA Disability Recipients (SSI/SSDI)	12.5%
Data Notes	Diversity data reflects local processing industry demographics.	
Source	U.S. Census ACS 2024; MO DSS; MIT Living Wage	

Civic Engagement[23]

Caldwell County data:

Indicator	Subset	2024/25 Data Point
Voter Registration Rate	Total Pop (18+)	94.2%
	Gender: Female (95.1%) / Male (93.3%)	
Volunteer Org Ratio	Per 10,000 Pop	14.2 Orgs
Census Response Rate	Self-Response	68.4%
Broadband Adoption	Households	78.2%
Data Notes	Registration is high; however, actual voter turnout in 2024 was 71.9%.	
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Daviess County data:

[2] Volunteer Organization Ratio: Calculated as the number of registered 501(c)(3) and 501(c)(4) charitable organizations per 10,000 residents based on the IRS Exempt Organization Business Master File (2025).
[3] Voter Registration Rate: Calculated as total registered voters (active and inactive) divided by the estimated citizen voting-age population (CVAP) per the Missouri Secretary of State 2024 Election Reports.

Indicator	Subset	2024/25 Data Point
Voter Registration Rate	Total Pop (18+)	89.5%
	Gender: Female (91.2%) / Male (87.8%)	
Volunteer Org Ratio	Per 10,000 Pop	12.8 Orgs
Census Response Rate	Self-Response	64.2%
Broadband Adoption	Households	74.1%
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Harrison County data:

Indicator	Subset	2024/25 Data Point
Voter Registration Rate	Total Pop (18+)	91.1%
	Gender: Female (92.5%) / Male (89.7%)	

Volunteer Org Ratio	Per 10,000 Pop	15.6 Orgs
Census Response Rate	Self-Response	65.8%
Broadband Adoption	Households	72.5%
Data Notes	High density of 501(c)3 organizations relative to its population.	
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Grundy County data:

Indicator	**Subset**	**2024/25 Data Point**
Voter Registration Rate	Total Pop (18+)	87.4%
	Gender: Female (89.1%) / Male (85.7%)	
Volunteer Org Ratio	Per 10,000 Pop	18.4 Orgs
Census Response Rate	Self-Response	69.1%

Broadband Adoption	Households	76.8%
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Linn County data:

Indicator	**Subset**	**2024/25 Data Point**
Voter Registration Rate	Total Pop (18+)	90.8%
	Gender: Female (92.4%) / Male (89.2%)	
Volunteer Org Ratio	Per 10,000 Pop	16.2 Orgs
Census Response Rate	Self-Response	71.2%
Broadband Adoption	Households	75.4%
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Livingston County data:

Indicator	Subset	2024/25 Data Point
Voter Registration Rate	Total Pop (18+)	92.3%
	Gender: Female (94.1%) / Male (90.5%)	
Volunteer Org Ratio	Per 10,000 Pop	19.1 Orgs
Census Response Rate	Self-Response	72.5%
Broadband Adoption	Households	81.2%
Data Notes	Livingston acts as the civic hub for the region with the highest nonprofit density.	
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Mercer County data:

Indicator	Subset	2024/25 Data Point
Voter Registration Rate	Total Pop (18+)	85.6%

	Gender: Female (87.5%) / Male (83.7%)	
Volunteer Org Ratio	Per 10,000 Pop	9.4 Orgs
Census Response Rate	Self-Response	58.9%
Broadband Adoption	Households	64.8%
Data Notes	Lowest census response and broadband adoption in the service area.	
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Putnam County data:

Indicator	**Subset**	**2024/25 Data Point**
Voter Registration Rate	Total Pop (18+)	88.2%
	Gender: Female (90.4%) / Male (86.0%)	
Volunteer Org Ratio	Per 10,000 Pop	11.5 Orgs

Census Response Rate	Self-Response	61.4%
Broadband Adoption	Households	68.7%
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Sullivan County data:

Indicator	**Subset**	**2024/25 Data Point**
Voter Registration Rate	Total Pop (18+)	78.4%
	Gender: Female (80.1%) / Male (76.7%)	
	Ethnicity: White (85%) / Hispanic (52%)	
Volunteer Org Ratio	Per 10,000 Pop	10.2 Orgs
Census Response Rate	Self-Response	60.3%
Broadband Adoption	Households	69.2%

Data Notes	Significant registration gap identified within the Hispanic population.	
Source	MO SOS 2024; IRS Exempt Org File 2025; US Census Bureau	

Multiple Domains

Caldwell County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	3,584
Licensed Child Care	Total Facilities	6
Average Child Care Cost	Monthly Full-Time	$715.00
Violent Crime Rate	Per 1,000 Pop	2.21
Property Crime Rate	Per 1,000 Pop	9.64
Veteran Demographics	Total Count	785
Veteran Demographics	% Male	92%
Veteran Demographics	% age 65+	54%
Veteran Demographics	% White	94%
Veteran Demographics	Median Income	$43,510
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Daviess County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	3,124
Licensed Child Care	Total Facilities	4
Average Child Care Cost	Monthly Full-Time	$680.00
Violent Crime Rate	Per 1,000 Pop	1.98
Property Crime Rate	Per 1,000 Pop	3.41

Veteran Demographics	Total Count	612
Veteran Demographics	% Male	94%
Veteran Demographics	% age 65+	58%
Veteran Demographics	Disability Rating	12%
Veteran Demographics	Median Income	$41,865
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Harrison County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	3,485
Licensed Child Care	Total Facilities	5
Average Child Care Cost	Monthly Full-Time	$695.00
Violent Crime Rate	Per 1,000 Pop	0.37
Property Crime Rate	Per 1,000 Pop	4.02
Veteran Demographics	Total Count	595
Veteran Demographics	% Male	91%
Veteran Demographics	% age 65+	61%
Veteran Demographics	% below poverty line	15%
Veteran Demographics	Median Income	$38,420
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Grundy County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	4,122
Licensed Child Care	Total Facilities	9
Average Child Care Cost	Monthly Full-Time	$740.00
Violent Crime Rate	Per 1,000 Pop	0.21
Property Crime Rate	Per 1,000 Pop	1.54
Veteran Demographics	Total Count	820
Veteran Demographics	% Male	90%

Veteran Demographics	% age 65+	52%
Veteran Demographics	% with Bachelor's degree	18%
Veteran Demographics	Median Income	$40,110
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Linn County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	5,112
Licensed Child Care	Total Facilities	8
Average Child Care Cost	Monthly Full-Time	$705.00
Violent Crime Rate	Per 1,000 Pop	0.67
Property Crime Rate	Per 1,000 Pop	1.68
Veteran Demographics	Total Count	945
Veteran Demographics	% Male	93%
Veteran Demographics	% age 65+	59%
Veteran Demographics	% Gulf War Era II	10%
Veteran Demographics	Median Income	$39,875
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Livingston County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	5,845
Licensed Child Care	Total Facilities	12
Average Child Care Cost	Monthly Full-Time	$785.00
Violent Crime Rate	Per 1,000 Pop	0.14
Property Crime Rate	Per 1,000 Pop	1.78
Veteran Demographics	Total Count	1,120
Veteran Demographics	% Male	89%
Veteran Demographics	% age 65+	48%
Veteran Demographics	% Service-Connected Disability	22%

Veteran Demographics	Median Income	$42,680
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Mercer County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	1,520
Licensed Child Care	Total Facilities	2
Average Child Care Cost	Monthly Full-Time	$650.00
Violent Crime Rate	Per 1,000 Pop	0.00 (No reported incidents)
Property Crime Rate	Per 1,000 Pop	0.58
Veteran Demographics	Total Count	285
Veteran Demographics	% Male	95%
Veteran Demographics	% age 65+	65%
Veteran Demographics	% White	100%
Veteran Demographics	Median Income	$37,140
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Putnam County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	2,045
Licensed Child Care	Total Facilities	3
Average Child Care Cost	Monthly Full-Time	$675.00
Violent Crime Rate	Per 1,000 Pop	0.44
Property Crime Rate	Per 1,000 Pop	1.12
Veteran Demographics	Total Count	410
Veteran Demographics	% Male	94%
Veteran Demographics	% age 65+	62%
Veteran Demographics	% White	96%
Veteran Demographics	Median Income	$38,920
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Sullivan County data

Indicator	Subset	2024/25 Data Point
Total Households	Total Count	2,455
Licensed Child Care	Total Facilities	4
Average Child Care Cost	Monthly Full-Time	$710.00
Violent Crime Rate	Per 1,000 Pop	1.22
Property Crime Rate	Per 1,000 Pop	3.56
Veteran Demographics	Total Count	480
Veteran Demographics	% Male	91%
Veteran Demographics	% age 65+	55%
Veteran Demographics	% Hispanic/Latino	8%
Veteran Demographics	Median Income	$39,550
Source	Census ACS 2024; MO DESE; FBI UCR; VA VetPop 2024	

Appendix E: Programs & Services

Energy Assistance (LIHEAP & ECIP)

- **Low-Income Home Energy Assistance Program (LIHEAP):** Direct fiscal support designed to mitigate the utility burdens of households facing economic hardship.
- **Energy Crisis Intervention Program (ECIP):** Urgent relief for families encountering immediate service termination or significant delinquency in their electrical accounts.

Community Services Block Grant (CSBG)

- Facilitates emergency aid for households in distress, encompassing diverse needs such as rental coverage, medical costs, and essential mechanical repairs to ensure personal mobility.

Weatherization Assistance Program (WAP)

- Improves residential energy performance for low-income families, yielding a sustained reduction in overall consumption and recurring household expenditures.

Housing and Rental Assistance

- Dedicated initiatives to secure safe, hygienic, and economically viable residential environments for vulnerable individuals and families.

Appendix F: Board Approval Minutes (Standard 3.5)

sGoverning Board – Green Hills Community Action Agency Roster

CHAIR	1ST VICE CHAIR	2ND VICE CHAIR	SECRETARY	TREASURER
Rick Smith	Jennifer Hottes	Brenda Crawford	Sarah Maloney	Julie McFee
Term:	***Term:***	***Term:***	***Term:***	***Term:***
09/2024-current previous-Allan Seidel	01/20/26 -09/30/29	1/14/25-present	01/20/26-current	09/2025 to current

PUBLIC OFFICIALS

CALDWELL COUNTY
seat date: 7/3/25
Dale Akey
County Commissioner
9998 W St Rt HH
Cameron, MO 64429
816-632-8188/816-284-5931
pcomm@caldwellco missouri.org

DAVIESS COUNTY
seat date: 01/22/26
Cathy Rice
Special Interest
193 SW Plum Lane
Trenton MO 64683
785-851-0056
ricerodeo@yahoo.com

GRUNDY COUNTY
seat date: 1/14/25
Kevin Ireland
County Commissioner
301 SW 20th St
Trenton, MO 64683
660-635-1433
Ksi1987@grundyec.net

HARRISON COUNTY
seat date: 04/01/2021
Rick Smith
Appointed Rep. by Public Officials
16588 W 310th St
Bethany, MO 64424
660-868-0771
harrconorth@gmail.com

LIVINGSTON COUNTY
seat date: 1/14/25
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PUTNAM COUNTY
seat date: 01/14/25
Robbie Valentine

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LOW-INCOME

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DAVIESS COUNTY
seat date: 04/20/2020
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GRUNDY COUNTY
seat date: 7/13/25
Susan Ellis
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LINN COUNTY
Seat date 7/17/25
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LIVINGSTON COUNTY
seat date: 07/01/2018
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MERCER COUNTY
seat date: 11/01/2015
Julie McFee

Low-Income Representative
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INTEREST GROUP

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GRUNDY COUNTY
seat date: 11/01/2015
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GRUNDY COUNTY
Seated date: 1/14/25
Jennifer Hottes
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LIVINGSTON COUNTY
seat date: 06/01/2017
Sarah Maloney
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MERCER COUNTY
seat date: 11/01/2012
Shane Cox
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Livingston County
seat date: 05/19/26
Geri Curtis
Special Interest
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Green Hills Community Action Agency

Area Governing Board Meeting

July 21, 2026

The Area Governing Board of Green Hills Community Action Agency met Tuesday, July 21, 2026, in the GHCAA office at 1506 Oklahoma Ave, in Trenton, MO. The meeting was called to order at 7:02p.m. by Chairman Rick Smith.

Roll Call

Thirteen board members answered roll call - Allan Seidel, Robbie Valentine, Carole Seidel, Julie McFee, Susan Ellis, Rick Smith, Bryce Anderson, Sarah Maloney, Sarah Ragan, Brenda Crawford Steele, Clay Behrman, Kevin Ireland, Geri Curtis. Board members Cathy Rice, Shane Cox, Dale Akey, Dana Lockwood, Jennifer Hottes were absent. A quorum was declared.

Staff present – Karen Thomas, Travis Standiford, Georgia Chapman, Pam McKinney and Megan Adcock of Missouri Valley Community Action Agency attended via electronic portal.

Public Correspondence- None

Approval of Agenda

Allan Seidel moved to approve the agenda as presented. Kevin Ireland seconded the motion, and it was approved.

Approval of Minutes

Allan Seidel moved to approve the minutes of May 19, 2026. Julie McFee seconded the motion, and it was approved.

Committee Reports – None

Agency Reports

Megan Adcock present the financial report. Bryce Anderson moved to approve the financial report and Brenda Crawford Steele seconded the motion, and it was approved.

Karen Thomas presented the Executive Director's Report. Karen presented the board with updated By Laws, Fiscal By Laws, and Policy Manual that had been approved at the last board meeting on May 19, 2026. Karen also presented the board with the auditor's packet from Jarred, Gilmore and Phillips. She also shared that she had written a grant and to the Peoples Savings Bank and she had just received word that it had been approved and the agency will be getting $20,000 to be used for staff training and staffing new hires. She shared that the Community Needs Assessment has been completed and will be presented tonight to the board for their approval. She also shared that she had received news that the DOE has approved a grant for our agency for $143,552 for Weatherization and that will be to do 14 homes this coming year.

Department/Program Reports

Pam McKinney shared that as of this date LIHEAP has processed 1,684 applications. Since June 1st they have started processing Summer ECIP and have completed 254 applications in avoiding utility disconnection. Pam shared that the LIHEAP program is in full compliance with all state requirements. She went on to state that she has submitted a Corrective Action Plan (CAP) for both LIHEAP and CSBG and both have been approved by the State. She also shared that a new staff member has joined the LIEAHP/CSBG team. In regards to CSBG assistance has been provided to 22 families to prevent eviction. 8 families with rental deposits. 9 households with utility deposits. 3 households with minor vehicle repairs to maintain transportation for work and essential appointments. 2 families with medical bill assistance. She also shared that over the last several months she has been assisting with completing the Community Needs Assessment. She gave a special thank you to Omar Safir for the time, effort and dedication he invested in helping with the assessment.

Travis Standiford shared and update on Housing and informed the board that MHDC had done inspection's at Pattonsburg Manor Apartments. He shared that a few critical repairs needed to be done and were completed and he is working with his staff to finish up the other findings. He and his staff are working on the waitlist to help fill vacant apartments. He and his staff have been performing annual inspections, and sending out Eviction letters some have paid up other tenants the agency has officially started the legal process to evict. In regards to Weatherization he reported that 2 team members are performing Weatherization services to homes. He had hired another staff to join the team but that new team member turned down the job on the day he was to start. He shared that staff has been reaching out to clients by letters/phone calls to make contact in scheduling with clients to visit the homes and perform physical audit's and determine what work can be done. He shared that the agency is trying to utilize funds from utility companies to help reduce the average cost per home that the agency submits for reimbursement from DNR/DOE/LIHEAP grants. In going out to homes they are discovering that a lot of the homes that have higher points have more significant amount of damage that Weatherization does not cover. These homes are deferred due to their failing conditions. He did share that EVERGY is allowing in 2026 to have additional $20,000 of Readiness Funds to use for homes exceeding the $600 DNR limit but they have to be EVERGY homes.

New Business

Neil Phillips presented the audit he did of the agency. Neil answered all questions by the board during his presentation. Neil shared that 93 cents of every dollar is used for the clients we serve in our nine county area. A motion was made by Kevin Ireland to accept and receive the audit. It was seconded by Allan Seidel and it was approved by the board.

Omar Safir presented the Community Needs Assessment to the board. Omar answered all questions by the board during his presentation. A motion was made to accept the Community Needs Assessment by Kevin Ireland and it was seconded by Julie McFee it was then approved by the board.

Old Business – None

Announcements

The next meeting of the Area Governing Board will be at 7pm September 22, 2026 at the agency office in Trenton.

Adjournment

Kevin Ireland moved to adjourn the meeting and Allan Seidel seconded the motion. The meeting adjourned at 8:55p.m.

Minutes submitted by Sarah Maloney.

Sarah Maloney

Rick J. Smith

Appendix G: Stevens Amendment

Green Hills Community Action Agency

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Relay Missouri: 1-800-735-2966
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Stevens Amendment

This program is funded 100% at $24,000 with federal funds received by the U.S department of Health and Human Services provided by the Missouri Department of Health and Human Services