Cross-Lines Community Outreach

General Information

Contact Information

Nonprofit	Cross-Lines Community Outreach
Address	736 Shawnee Avenue Kansas City, KS 66105
Phone	(913) 281-3388
Fax	913 281-2344
Website	www.cross-lines.org
Facebook	facebook.com/pages/Cross-Lines-Community-Outreach-Inc/232198796805094?ref=br_tf
Twitter	twitter.com/CrossLinesKCKS
Email	susila@cross-lines.org

At A Glance

Cross-Lines Cooperative Council	
Former Names	Cross-Lines Cooperative Council, Inc.
How to donate, support, and volunteer	We invite you to partner with Cross-Lines as a volunteer and with your financial resources. We accept checks, credit cards, and in-kind donations. Your gift is tax-deductible. There are many volunteer opportunities at Cross-Lines. You can assist in our thrift store, food service and delivery, fundraising, reception and customer service, gardening, maintenance, landscaping, and marketing - just to name a few!

Mission & Areas Served

Statements

Mission Statement

Our mission is to provide people in the Kansas City area affected by poverty with services and opportunities that encourage self-confidence, meet the needs of today, and provide the tools for future self-sufficiency.

Background Statement

In 1963, a group of ministers banded together to form a non-denominational charity focused on improving the plight of the poor and disadvantaged. This began the legacy of programs and services offered by Cross-Lines Community Outreach that have made a positive impact on the lives of tens of thousands of individuals and families who are affected by poverty. Volunteers from throughout the metropolitan area report their lives have been enriched through service when they contributed their time, talent, and financial resources. These selfless people transformed a static mission statement into a dynamic force for changing people's lives. Today, Cross-Lines believes that the provision of traditional social work services without also offering opportunities for change actually perpetuates the cycle of poverty. Certainly, Cross-Lines will not abandon its Emergency Assistance and Hunger Relief Programs, however all programs and services are offered with an emphasis on helping the people we serve become more responsible, accountable, and self-sufficient.

Impact Statement

Past Year Accomplishments:

1. In 2015, Cross-Lines exceeded the goal of our capital campaign, Hope For a Better Tomorrow. The $2.3 million dollar campaign is allowing Cross-Lines to build a new facility to house our Commodities Program, Thrift Store, and an expanded Food Pantry. This new building consolidates all services to one campus and increase our capacity to serve our community.
2. In 2015, we hired a part-time case manager allowing us to greatly expand the capacity of our Medicine Cabinet program.
3. In 2015, Cross-Lines increased our unrestricted support income by 32 percent.

Current Year Goals:

1. In 2016, Cross-Lines goal is to complete construction on our new building. Construction is currently on schedule, with completion planned for November 2016.
2. The community surrounding Cross-Lines is facing a significant lack of access to healthy, fresh food choices. In 2016, Cross-Lines will work to decrease this lack of access by increasing the nutritious food options in our Hunger Relief Programs including our community kitchen and food pantry. We will also provide nutrition education, cooking classes, and healthy recipe cards.
3. In 2016, Cross-Lines plans to secure start-up funding for a case manager to work primarily with our homeless clients to provide necessary intensive case management services to help them secure needed housing, mental health and other vital services to become self-sufficient.

Needs Statement

1. Cross-Lines is always in need of volunteers for many of our programs. Volunteers are utilized in all areas from food service to to the reception desk to committee work and fundraising.
2. In the current financial climate, we are working to identify and secure sustainable funding for our programs and services.
3. We are looking to find corporations and businesses partners. Cross-Lines can provide volunteer, learning, and PR opportunities, and business partners can provide volunteer assistance, financial support, and expertise in the areas of marketing, PR, etc.
4. Due to the need to increase our nutritious food options, we are seeking financial support or monthly food drives/donations for healthy food to supply the food programs.
5. Cross-Lines needs to secure start-up, sustainable funding for a case manager to work primarily with our homeless clients to provide necessary intensive case management services to help them secure needed housing, mental health and other vital services to become self-sufficient.

Board Chair Statement

Cross-Lines strives to measure our efforts and programs toward achieving our mission:
To provide people in the Kansas City area affected by poverty with services and opportunities that encourage self-confidence, meet the needs of today, and provide the tools for future self-sufficiency. Our vision is that all people in the Kansas City area are treated with dignity and empowered to meet their own needs without the reliance on social services.

The Board of Directors conforms to a standard policy of three-year terms, with a maximum of two consecutive. Board recruitment works diligently for representation of different backgrounds, ethnicities, and skill sets. Annual strategic planning takes place with board members and key staff to review and ensure we are operating within our mission, to re-establish strategies for success, milestones and target dates for achievement. One successful outcome of strategic planning has involved improvements to the fundraising process. Now an established fundraising committee composed of board members and supporters meets monthly, reviews financials and reports from subcommittees, and develops strategies to achieve fundraising goals.
The Finance Committee meets monthly and reports a complete set of financials at each board meeting. All accounting is done in accordance with standard accounting principles. We have an independent Audit Committee. Our independent auditor is not associated with the accounting firm we use for our bookkeeping and management reports.

Cross-Lines serves our clients in a dignified fashion with a keen eye toward running the organization as a business and responsiveness to our donors.

Service Categories

Emergency Assistance (Food, Clothing, Cash)

Food Banks, Food Pantries

Thrift Shops

Areas of Service

Areas Served

Areas
KS
KS - Wyandotte County
KS - Johnson County
KS - Wyandotte County Urban Core
KS - Leavenworth County

Programs

Programs

Hunger Relief

Description

The Hunger Relief programs at Cross-Lines provide nourishment and sustenance to our community. Through our Hunger Relief programs, we look to fill the gap and provide nutritious foods and alleviate hunger for those in need. Cross-Lines has three primary Hunger Relief program, the Food Pantry, the Community Annex Kitchen, and CSFP Commodities. Each of these programs is supplemented with fresh produce from the Cross-Lines Community Garden.
In 2015, 17,470 breakfasts and 41,313 hot lunches were served at the Don Bakely Community Annex Kitchen. In addition, 1,516 families accessed the Food Pantry, and over 13,700 bags of food were distributed through the CSFP Commodities Program to seniors within Wyandotte, Johnson and Leavenworth Counties. The Cross-Lines Garden harvested almost 4,000 pounds of fresh produce that was given out through our Food Pantry or prepared and served at the Community Annex Kitchen.

Category

Food, Agriculture & Nutrition, General/Other Hunger Action

Population Served

Poor,Economically Disadvantaged,Indigent, Adults,

Short-Term Success

Short-term success is defined as providing the food essentials an individual and/or family requires to make it through the day/week/month for a limited amount of time. When an individual does not have to worry about feeding themselves or their families, they can direct their energies toward other issues and circumstances which might be preventing them from living a better life. At the same time, our Hunger Relief Programs should be looked at as an investment rather than a perpetual "hand out".

Long- Term Success

We believe that no one should go hungry, however we also believe nutritious and healthy foods are the best way to truly alleviate hunger and improve health issues facing our community. Ultimately, Cross-Lines aims to transition our basic hunger relief initiatives to nutritional hunger relief initiatives that will support a healthier community. We will have a targeted change in each of our daily meal options and ensure that each meal contains fresh produce, low sodium, and low-fat options. Through this program, we will educate our volunteers and donors on the detrimental health outcomes facing Wyandotte County and provide resources so that our volunteers will be able to prepare and serve healthier foods in the community annex. We will also implement internal policy changes which will limit unhealthy food donations.

Program Success Monitored By

We monitor results in three ways:
1. Tracking all food products and meals that are distributed
2. Tracking frequency of use of our services through Mid America Assistance Coalition
3. Tracking success through individual meetings with participants utilizing our services

Examples of Program Success

We do not expect to eradicate hunger with our Hunger Relief Programs. Instead, we strive to ease the pain of hunger and provide healthy foods to those who are in need. We provide fresh fruits and vegetables. In season, our garden provides healthy produce. Healthy food is stressed to our volunteer groups who provide food for the community annex, and educational classes are often available to help our clients learn to cook on a budget and with healthy selections.

Emergency Assistance

Description

Emergency Assistance Programs include:

- Emergency Utility Assistance
- Emergency Rent Assistance
- Clothing Closet
- Self-Sufficiency Assistance
- Laundry and shower facilities for the homeless and working poor
- Household necessity items and diapers
- Medicine Cabinet
- Referrals for services we do not offer

In 2015, Cross-Lines provided utility assistance to 261 families and rent assistance to 35 families, allowing families to remain together in their homes.

Category

Human Services, General/Other Emergency Assistance

Population Served

Poor,Economically Disadvantaged,Indigent, , Adults

Short-Term Success

Short-term success is defined as providing basic emergency needs to individuals and/or families who qualify so they can move past a difficult time and situation in their life. When an individual does not have to worry about rent, utilities, or clothes for their kids, they can direct their energies toward other issues and circumstances which might be preventing them from living a better life. At the same time, our Emergency Assistance Programs should be looked at as an investment rather than a perpetual "hand out".

Long- Term Success

Emergency Assistance Programs will provide basic emergency services to those in immediate need. Through education and support, we will strive to assist the participants, when they are capable, to become self-sufficient, thus reducing their reliance on social services. This will include household budgeting, winter-proofing a home or apartment, and other life and job skills that promote responsibility and self-sufficiency.

Program Success Monitored By

We monitor results in three ways:

1. Tracking all users of our Emergency Assistance Programs
2. Tracking frequency of use of our services through Mid America Assistance Coalition
3. Tracking success through individual meetings with participants utilizing our services
4. Continued follow-up with clients at set intervals

Examples of Program Success

Isabella:

Just a few months ago, Isabella was about to become a mother at age 21. She was scared, alone, hungry and broke.

Having escaped a bad relationship, the young mother was struggling to find a job while also facing an eviction notice and the prospect of living on the streets when she came to Cross-Lines for help.

At Cross-Lines, Isabella found a safety net of services to help she and her newborn baby avoid life on the street.

Thanks to Cross-Lines, Isabella received rent assistance for a few months to allow her to remain in her apartment while she had her baby and got back on her feet.

Isabella was able to get food to sustain her from our food pantry. She received basic necessities like soap and shampoo from Cross-Lines Hope Totes program. She was searched for and applied for jobs online at Cross-Lines.

Isabella's case manager also arranged for her to receive a monthly bus pass and participate in a local job fair. Isabella learned about basic household budgeting in our Education Program.

While she has a long road ahead, Isabella is not alone. She has Cross-Lines on her side to help her find a fresh start for she and her new baby.

Christmas Store

Description	Every Christmas, the Cross-Lines Christmas Store gives 500 families and individuals the opportunity to shop for gifts for their own families. New clothing and coats, toys, household items, and groceries for a holiday dinner are distributed. All gifts are donated, and the store is staffed by volunteers. This long standing program is an example of how Cross-Lines works to promote the dignity and respect of each of our participants. Parents get to shop and choose the gifts that they will give their children on Christmas. We work hard to provide parents with the opportunity to provide a joy filled Christmas for their family.
Category	Human Services, General/Other Holiday Assistance
Population Served	Poor,Economically Disadvantaged,Indigent, ,
Short-Term Success	Short-term success is measured by the number of families served and our ability to provide for the needs of those families in these specific areas. We provide opportunities for feedback so we can improve our programs and services. Our Christmas Store drive is currently underway, and we are actively seeking donations of new items and financial donations so we can meet the needs in this area.
Long- Term Success	As a social service agency with a focus on self-sufficiency, long-term success of our programs is reflective of our mission, which is to provide people affected by poverty with basic services and opportunities that encourage self-confidence and self-sufficiency. Christmas Store serves the meaningful times in the lives of families and are carefully designed to enhance, not diminish, the event and the self-respect of family members.
Program Success Monitored By	Program success is determined by the numbers served as well as the successful recruitment of volunteers and donors to make the programs available. Reports from participants give very positive feedback regarding the impact of this program.
Examples of Program Success	Christmas Store is designed to build self-respect and self-confidence. The aim is to avoid the embarrassment and self-consciousness which comes with being unable to provide for your family and relying on others to select and wrap Christmas presents for your children.

Education and Outreach

Description	The Cross-Lines Education and Outreach program provides learning and enrichment opportunities for individuals and families as they travel on the path to self-sufficiency. Each person has unique needs and goals, and Cross-Lines works to provide educational opportunities in a variety of areas to help people meet their goals.The three pillars of our programs are Health and Wellness, Financial Wellness, and Community Building. Ongoing programs include our Computer Lab and Wellness Workshops. The Cross-Lines Computer Lab is an open lab environment for individuals to apply for jobs, update resumes, and connect with area resources.Cross-Lines also offers computer classes to help community members learn how to use the computer, search for employment, and develop a strong resume.
Category	Education, General/Other Guidance & Counseling
Population Served	Poor,Economically Disadvantaged,Indigent, ,
Short-Term Success	Participants in one class or support group will find the class valuable and will enroll in additional classes or support groups.
Long- Term Success	Participants in these classes and groups will develop skills and behaviors that support self-sufficiency and self-determination. They will utilize these skills and behaviors to break away from poverty and will have a positive impact on the lives of their families and children.
Program Success Monitored By	1. Numbers of participants who complete the class 2. Numbers of participants who sign up for a second class or support group 3. Evaluations of class subject matter and instructors 4. Pre- and post-testing of knowledge of subject matter.
Examples of Program Success	Our ultimate goal is to eliminate the need of the individuals and families to seek future services from Cross-Lines or other community service agencies, thus helping the family become more self-sufficient. By providing educational opportunities, we will be equipping our clients with the tools they need to improve their current financial situation, set and achieve reachable goals for their career and job searches, make needed changes in their lives, and ultimately end the cycle of poverty for themselves and their families.

CEO Comments

“I’m so glad you all were here for me,” a recent client said. It sounds so simple. But many people served by Cross-Lines are totally alone, without the strong extended family support so many of us are blessed with, including myself.

But Cross-Lines is that support system for people trying to escape poverty. Cross-Lines provides a safe haven for people to go when they are at their most vulnerable. I see every day how our compassion for the poor touches, changes and even saves lives.

Thanks to our supporters, Cross-Lines is here to help those trying to overcome what seem to be insurmountable obstacles. From the smallest deeds of a warm meal and a hot shower to helping someone escape a life of homelessness, Cross-Lines makes someone who has been through a tough time feel cared for and valued. Life

change begins here.

Despite the turbulent times in our country right now, there is so much our supporters can feel good about. Our supporters are changing and saving lives every day. Our supporters have helped us build a brighter future. Together we can marvel at the progress on our new building each day, thanks to our supporters. I encourage you to like our Facebook page so you can watch the building go up week by week. It is such a blessing to be a part of Cross-Lines during this time, and I'm grateful to share with our supporters the joy of helping those in need.

-Susila Jones, Executive Director

Leadership & Staff

Executive Director/CEO

Executive Director	Susila Jones
Term Start	Oct 2014
Email	susila@cross-lines.org

Experience
The Executive Director of Cross-Lines is Susila Jones, MSW. Susila has her Bachelor and Master degrees in Social Work from the University of Kansas. Susila has been with Cross-Lines since 2009. She began as a case manager and later became Director of Programs and Services, overseeing all client programs and services at Cross-Lines. In 2014, Susila transitioned to her current position as Executive Director. Her role in all levels of services and administration at Cross-Lines gives Susila a unique and comprehensive experience to ensure quality services for our clients and dedication to the mission of Cross-Lines.

Senior Staff

Ms. Kelley S. Carpenter

Title	Director of Development & Marketing

Staff

Paid Full-Time Staff	10
Paid Part- Time Staff	2
Volunteers	1200
Retention Rate	82%
Paid Contractors	0

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Semi-Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Semi-Annually
NonManagement Formal Evaluation	Yes
Non Management Formal Evaluation Frequency	Annually

Plans & Policies

Organization Has a Fundraising Plan	Yes
Organization Has a Strategic Plan	Yes
Management Succession Plan	Under Development
Organization Policy and Procedures	Yes

Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	Yes

Collaborations

Cross-Lines was founded on the idea that people and organizations must work together to address issues surrounding poverty. Today, Cross-Lines continues to partner and collaborate with area organization and coalitions. A few of our partner agencies include Kansas City's Medicine Cabinet, Happy Bottoms, Giving the Basics, Harvesters, the Giving Grove, After the Harvest, and MAACLink. Additionally, Cross-Lines staff participate on many area coalitions including the Wyandotte County Homeless Coalition and the Emergency Assistance Counsel.

Government Licenses

Is your organization licensed by the government?	No

CEO Comments

Board & Governance

Board Chair

Board Chair	Ron Hercules
Company Affiliation	Knit Rite
Term	Mar 2016 to Mar 2017
Email	rherc1950@yahoo.com

Board Members

Name	Affiliation
Anissa Brown	US Bank
Doug Brown	US Bank
Brad Culver	Great Plains Trust Company
Jim Ensz	Ensz and Jester, P.C.
Christopher Grenz	Sprint
Ron Hercules	Knit-Rite
Roger Herting	Retired CFO, Terracon Consultants
Jeff McCullough	Community Volunteer
Cindy Moore	Kansas City Kansas Community College
Margaret Steele	Kansas Gas Service
Sandy Whitaker	Community Volunteer
Derek White	KPMG, LLP: B&L Co, LLC
Lisa Wiens	Community Volunteer

Board Demographics - Ethnicity

African American/Black	1
Asian American/Pacific Islander	0
Caucasian	12
Hispanic/Latino	0
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	8
Female	5
Unspecified	0

Governance

Board Term Lengths	3

Board Term Limits	2
Board Meeting Attendance %	0%
Written Board Selection Criteria?	Under Development
Written Conflict of Interest Policy?	Yes
Percentage Making Monetary Contributions	100%
Percentage Making In-Kind Contributions	100%
Constituency Includes Client Representation	No
Number of Full Board Meetings Annually	6

Standing Committees

Building

Communications / Promotion / Publicity / Public Relations

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

Finance

Human Resources / Personnel

Program / Program Planning

Special Events (Golf Tournament, Walk / Run, Silent Auction, Dinner / Gala)

CEO Comments

In 2015, Cross-Lines successfully completed a three-year, $2.3 million comprehensive capital campaign to build the first new building in our more than 50 year history.

Financials

Fiscal Year

Fiscal Year Start	Jan 01, 2016
Fiscal Year End	Dec 31, 2016
Projected Revenue	$1,117,200.00
Projected Expenses	$1,113,269.00
Endowment Value	$34,000.00
Spending Policy	Income Only
Percentage	0%

Detailed Financials

Revenue and Expenses

Fiscal Year	2014	2013	2012
Total Revenue	$1,958,007	$1,862,614	$1,435,124
Total Expenses	$1,535,904	$1,573,359	$1,607,869

Revenue Sources

Fiscal Year	2014	2013	2012
Foundation and Corporation Contributions	$1,116,171	$964,423	$546,536
Government Contributions	$105,291	$167,812	$217,955
Federal	--	--	$0
State	--	--	$0
Local	--	--	$0
Unspecified	$105,291	$167,812	$217,955
Individual Contributions	--	--	$0
Indirect Public Support	$35,267	$45,570	$56,847
Earned Revenue	$146,680	$128,176	$140,359
Investment Income, Net of Losses	$71	$2,016	$0
Membership Dues	$0	$0	$0
Special Events	$159,242	$137,730	$111,862
Revenue In-Kind	$395,177	$405,966	$354,607
Other	$108	$10,921	$6,958

Expense Allocation

Fiscal Year	2014	2013	2012
Program Expense	$1,269,247	$1,246,500	$1,235,275
Administration Expense	$141,192	$162,851	$246,616
Fundraising Expense	$125,465	$164,008	$125,978
Payments to Affiliates	--	--	$0
Total Revenue/Total Expenses	1.27	1.18	0.89
Program Expense/Total Expenses	83%	79%	77%
Fundraising Expense/Contributed Revenue	9%	12%	13%

Assets and Liabilities

Fiscal Year	2014	2013	2012
Total Assets	$2,214,031	$1,833,552	$1,473,359
Current Assets	$1,062,484	$618,422	$241,957
Long-Term Liabilities	$0	$0	$0
Current Liabilities	$63,905	$105,529	$34,591
Total Net Assets	$2,150,126	$1,728,023	$1,438,768

Short Term Solvency

Fiscal Year	2014	2013	2012
Current Ratio: Current Assets/Current Liabilities	16.63	5.86	6.99

Long Term Solvency

Fiscal Year	2014	2013	2012
Long-Term Liabilities/Total Assets	0%	0%	0%

Top Funding Sources

Fiscal Year	2014	2013	2012
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

Capital Campaign

Currently in a Capital Campaign? No

Campaign Purpose

The campaign consists of three parts, building fund, endowment, and programs/operations.

Goal $2,300,000.00

Dates July 2013 to Dec 2017

Amount Raised to Date 1803132 as of Feb 2015

Capital Campaign Anticipated in Next 5 Years? No

Organization Comments

The ongoing financial strength of Cross-Lines is the priority of the board and senior staff of the organization. The strategic plan of the organization focuses on the need to increase sustainable funding and build relationships that will strengthen the financial health of Cross-Lines. The capital campaign has not only strengthened the organization both financially; it has also provided an avenue to invigorate past supporters and gain new donors.

Foundation Comments

- FY 2014, 2013, 2012: Financial data reported using IRS Form 990.
- Foundation/corporate revenue line item may include contributions from individuals.

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