

2026 Community Impact Application

Each year United Way provides the opportunity for non-profit organizations providing human services in Lewis, Marion, Monroe, Ralls, or Shelby Counties to apply to become a Community Impact Agency.

Community Impact Agencies benefit financially from the United Way's Annual Campaign, but are also granted a membership into the United Way providing additional publicity opportunities, notoriety, training, and more. This application is to apply for the distinction as a Community Impact Agency from May of 2026 to April of 2027.

In order to be eligible to apply, the work of organizations must align with United Way's areas of focus and priority areas as well as be in line with priorities outlined in the Community Health Improvement Plan. In depth information on those can be found on the United Way website at

<http://unitedwaymta.org/community-impact> and <https://unitedwaymta.org/community-needs>

Applications and all required documents are due to United Way by Saturday, February 15th at 11:59pm.

Email *

heartlandresourceslcmo@gmail.com

Agency Name

Heartland Resources Inc.

Agency Director

Evelyn Parrish

Director E-mail

ev.parrish2023@gmail.com

Agency Address

108 E. Main

City, St, Zip

Ewing MO 63440

Agency Phone Number

573-209-3600

Website

Facebook

EIN

43-1026653

Fiscal Year Start and End Date

July 1 – June 30

Application Contact Name

Mark Lueckenhoff

Application Contact E-mail Address

HeartlandResourcesLCMO@gmail.com

Application Contact Phone Number

573-406-8153

I certify I have the authority to submit this application on behalf of the organization.

☒ Yes

Organization's Mission Statement

Our mission is to help older and disabled adults maintain maximum independence and dignity in a home environment.

Organization's Vision Statement

We envision older and disabled adults living lives of independence, dignity, and well being.

Provide a 25-word summary of your organization.

We provide hot, healthy meals to senior and disabled adults in Lewis County Missouri.

How many dollars are you applying for from the United Way of the Mark Twain Area?

\$15,000

Are you currently receiving dollars from the United Way of the Mark Twain Area?

☒ Yes

☐ No

Have you ever received dollars from the United Way of the Mark Twain Area?

☒ Yes

☐ No

What is your organization applying for funding from United Way for?

☐ Specific Project/Program - dollars will be designated to only be utilized for a specific purpose.

☒ General Support - dollars will be considered general revenue to the organization.

If applying for dollars for a specific project/program, name of the project/program.

Give a **brief** overview of the program(s) your organization implements. Provide headings above each program.

*****If applying for specific project/program dollars give the overview of that project/program FIRST*****

Our Nutrition Program provides nutritionally balanced meals to qualifying seniors and disabled adults in Lewis County five days a week. We deliver directly to the door of homebound seniors. We also maintain a dine-in facility at the Ewing Senior Center. Currently 95 clients receive home delivered meals and 15-30 dining in on any given day. (These numbers do not match those on the "Number of People Served" form because that includes all the people ever served rather than on a specific day.) There are very few nearby areas where seniors can go to obtain food or meals without driving long distances, and many lack their own transportation. In many cases our service allows them to avoid moving into a nursing home at public expense, so our service benefits both the seniors and the state's taxpayers.

Our Home Health Care Program, which extends beyond the United Way service area, serves both Lewis and Scotland counties. Our home health care workers assist with homemaking, personal care, respite care, and other health needs. Most, but not all, of the clients served by this program are Lewis County residents. For this reason, we are only applying for funds for our nutrition program, which operates only in Lewis County.

What data shows the work you would do with United Way dollars is needed in our community?
Share the correlation between the programs you hope to implement with United Way funds and this data. Share the source of the data.

The Census Department's website shows that 19.4% of all Lewis County's 9,891 inhabitants are 65 years of age or older. Another 9.2% are below age 65 but have a disability. This means that, in theory, up to 2,828 individuals (28.6% of the population) could potentially be eligible for our meal service. We are currently serving only 110 clients and are struggling financially to do so.

Since the census indicates that 14.9% of all Lewis County's inhabitants live in poverty. I we assume that at least 14.9% of the senior population in Lewis County is below the poverty line. Thus, we could expect that at least 285 of Lewis County's senior citizens are living in poverty and probably experiencing food insecurity. (<https://www.census.gov/quickfacts/lewiscountymissouri>)

These calculations are probably on the low side. Forbes magazine estimates that over 15 million older Americans are affected by economic insecurity. The buying power of Social Security, which half of all older American depend upon as their primary income, has decreased by 30% over the last twenty years. 29% don't have a pension or retirement savings. Medical costs have risen sharply, consuming an ever larger percentage of elder income (Why Older People are Struggling Financially and What They Can Do About It, Forbes magazine Sept. 28, 2022 <https://www.forbes.com/sites/quora/2022/09/28/why-older-people-are-struggling-financially-and-what-they-can-do-about-it/?sh=46966b521cce>)

Our nutrition program offers a relief valve for seniors confronting difficult economic decisions, such as whether to purchase food or purchase medicine when there aren't enough funds for both.

How will your organization measure the success of the programs it implements in the community?
What kind of change/improvement does your organization anticipate seeing in the community by doing your work?

The most visible measure of success is the number of meals served. In fiscal year 2025 we served over 19,000 meals, over 92% of those delivered directly to our clients' doors. We did this despite underfunding by the state, which pays only under \$4 per meal. Their solution is to feed whoever we can on what they allocate and put the rest on a waiting list. Thanks to generous donors and programs like the United Way, we have avoided that expedient despite massive pressure to do so. We consider that a true success. We have helped every single qualified person who requested assistance, regardless of any formula for determining need or our funding situation. While the national Meals on Wheels organization is promoting an "End the Wait" campaign, we have managed to avoid even starting it. It will be a success to maintain this standard of service.

Are there other organizations in our community addressing the same need and implementing similar programs who serve the same geographic area as your organization?

There are no other organizations delivering hot meals to seniors' doors. Some packaged food assistance is available from the Food Bank of Central and Northeast Missouri, which also donates food to us.

If your organization would receive United Way funds, which focus area(s) would your work with these dollars align to?

- ☐ Healthy Community
- ☐ Youth Opportunity
- ☒ Financial Security
- ☒ Community Resiliency

Explain how your work would align with the selected focus area(s). Please ensure you have reviewed how United Way defines these focus areas.

Our nutrition program helps maintain healthy communities by ensuring that the elderly and disabled have consistent access to healthy, nutritious, and balanced meals. We directly contribute to our clients' nutrition and food security. Our menus are inspected and approved by a licensed dietician. Regularly scheduled meal deliveries enhance food security. Our volunteer delivery drivers offer a measure of social contact to isolated clients, enhancing mental health support. They also serve as an informal wellness check or early warning system for spotting potential problems.

While we do accept voluntary client contributions, the availability of food at little or no cost enhances the financial security of our clients in the face of rapidly escalating food costs. Knowing that the meals will be delivered regardless of financial situation brings a sense of security. For some clients this may mean more of their limited funds can be used for housing costs, helping to prevent homelessness. We also do monthly financial education and coaching by disseminating the Senior Medicare Patrol's monthly Fraud Facts newsletter with our meals.

We have trained our volunteers to spot signs of adult abuse and neglect. This will contribute to community resiliency by hot lining abuse cases and supporting abuse victims. Improved nutrition for senior citizens makes them more resilient in the face of contagious diseases. Malnutrition naturally leaves populations more vulnerable to disease and less able to recuperate from them.

If your organization would receive United Way funds, which priority area(s) would your work with these dollars align to?

- ☒ Supporting Critical Services
- ☐ Providing Opportunities for Upward Mobility

Explain how your work would align with the selected priority area(s). Please ensure you have reviewed how United Way defines these priority areas.

Access to food is a critical service to ensure that the basic needs of the elderly and disabled are met. Many of our senior citizens have limited mobility or depend upon others for transportation. Even if they can afford healthy food, there is currently only one full service grocery store with fresh food in the county and it may be up to a sixty-mile round trip for clients on the opposite corner of the county. There are no grocery or food delivery services like in urban areas. The alternative is unhealthy and exorbitantly priced convenience store junk food. Ironically, much of our rural farming county has become a "food desert."

If your organization would receive United Way funds, which priority health need(s) outlined in the Community Health Improvement Plan would your work with these dollars align to if applicable?

- ☐ Mental Health & Substance Use Disorders
- ☐ Access to & Affordability of Care
- ☒ Housing & Homelessness
- ☐ Transportation
- ☒ Chronic Disease Prevention & Management
- ☐ Workforce Development (Health & Social Sectors)

Explain how your work would align with the selected priority health need(s). Correlate your work to what is shared in the Community Health Improvement Plan.

Food cost is a major burden for many senior citizens. The availability of nutritious food at little or no cost makes it possible to allocate that money to housing needs. Many would lapse into homelessness or become public wards in nursing homes without this service. The Map the Meal Gap 2025 enumerated conditions that are likely to result in food insecurity among older adults. They included physical disabilities, minority status, and supporting dependent grandchildren. Health conditions, transportation problems, fixed income, and social isolation can all contribute to the problem. The Meals on Wheels organization's research shows that 92% of those receiving meals feel that those meals help them to live independently. 85% claimed that the meal program made them feel more secure.

Good nutrition helps prevent chronic diseases and builds resilience in the face of contagious diseases. Without the good nutrition in this program, senior citizens would be even more vulnerable to disease. Again, Meals on Wheels research shows that 71% of their respondents claim that their meals have resulted in improved health.

Describe the demographic makeup of the clients you would serve with funding from United Way. United Way prioritizes the needs of individuals who are marginalized (individuals living in poverty, minorities, children without parental support, etc.).

All clients fill out an annual assessment. It assesses health issues, mobility, age, and independence. Clients must be over 60 years of age to qualify. We have also grandfathered in some disabled individuals under 60 who qualified under previous guidelines.

The current demographic profile is 92% White, 8% African-American 0% Other.

Though we have no income qualification, we estimate that at least 25% of the nutrition program participants are living below the poverty level. Of the 95 home delivered meals clients, 31 live in government subsidized housing.

Dollars from the United Way of the Mark Twain Area can ONLY be used to support programs in Marion, Monroe, Ralls, Lewis, and Shelby Counties in Missouri. If you serve additional counties, how can you prove dollars are only used to support the work of these counties?

While we do serve nine home health clients further beyond our county lines, we are seeking funding only for our nutrition program. It serves only Lewis County. The deficits within our Lewis County nutrition program far exceed what is being requested in United Way funding.

What other revenue streams are utilized to support the program you are applying to the United Way to receive funding for?

Our biggest funding source is the Northeast Missouri Area Agency on Aging, which distributes Older Americans Act funds. We receive monthly county government support. We receive donations from the Community Foundation and the Lewis County Endowment Fund. A Lewis County Health Department grant allowed us to replace outdated kitchen equipment. The Ewing Senior Center allows us to use their kitchen and dining facility rent free.

We have done extensive fund raising with events like a Steak Dinner, Cinnamon roll sales, a golf tournament, a Prime Rib Dinner, and a year-end capital campaign. We participated in the United Way's Giving Week and Charcuterie for Charity campaigns. These raised consciousness and encouraged private donations. Last year our community responded with over \$59,000 in private donations, almost double the amount raised the previous year.

Our most important revenue source is the labor of over 40 volunteers, which saves us many thousands of dollars.

Explain the impact funding from United Way will have on the work of your organization if selected to receive funding from May 2026-April 2027.

As in the past, United Way funding is one of our most important funding sources. Without United Way funding, we would be forced to implement waiting lists to gradually reduce the cost of our nutrition program to match our reduced income. It would be many months until new clients could be added, and they would have to be added selectively. Our program would become much more of a charity for the poor rather than a service to which anyone can apply. This would also affect our other fundraising efforts as potential donors realize that their own family members may never qualify for the program. We would also have to stop grandfathering the handicapped adults under sixty that we have continued to support even after the Area Agency on Aging stopped reimbursing for their meals.

Explain any collaborations with other agencies.

We could not exist without collaboration! We receive food from the Food Bank of Central and Northeast Missouri, Wal-Mart Dollar General, and the Conservation Department's Share the Harvest program. The Ewing Senior Center allows us to use their kitchen and dining space free of charge. The Lewis County Health Department has helped renovate our kitchen and manned our vaccine clinic. The Lewis County Commissioners have substantially increased our county farm funding. Wider Opportunities sheltered workshop in La Belle delivers the meals in that town. The Lewis and Marion County Cattlemen's Association both supplied and cooked the steaks for our steak dinner fundraiser. The Lewistown Christmas dinner has donated all of its proceeds from its dinner and quilt raffle to Heartland Resources year after year. Future Farmers of America and Family and Consumer Science student groups have assisted with preparing food and serving at our fundraisers. Volunteers from several local churches donate their time, mileage, and gasoline delivering meals. They also assist with meal preparation, mechanical issues, and trash removal. Board members and volunteers also frequently supply needed office supplies and supplies for fundraising events.

For organizations that have been a United Way Community Impact Agency previously: How has your organization shown that your organization receives funding from United Way and partnered with the United Way organization?

We feature the United Way logo on our door and our volunteer badges. We participated in Giving Week and the Charcuterie for Charity programs, which improved our finances. The United Way's financial support has been essential to our financial survival. We were proud to be selected for the "Everyone Can Help Someone" Award at the United Way's 2025 annual meeting.

If your organization previously has been a United Way Community Impact Agency, outside of receiving monthly financial support, how else has your organization benefited?

We received valuable guidance on best practices for nonprofits through your sponsored Nonprofit Leadership course. We participated in your video interview project and benefitted from the publicity that you gave us in the local newspaper. The United Way's Giving Week activities built relationships with new donors.

Organization Best Practices Questionnaire

Complete the following form answering questions relating to organization best practices. This information will not necessarily make an organization ineligible for status as a Community Impact Agency with United Way, but might result in the need for additional information for United Way.

PROGRAMS & MISSION:

Is your organization's mission statement able to be found prominently at your organization, on your organization's website, and on printed materials about your organization?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization ensure all programs of your organization align with the mission of the organization?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization have a strategic plan?

- ☐ Yes
- ☒ No
- ☐ Need more information

BOARD:

Does your organization have a board of directors that meets at least once a year to oversee the affairs of the organization?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization have a board of directors made up of a diverse group of people (age, gender, education, background, ethnicity, etc.)?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization have a process to recruit new board members?

- ☐ Yes
- ☒ No
- ☐ Need more information

Does your organization provide training to new board members?

- ☐ Yes
- ☒ No
- ☐ Need more information

Has your organization reviewed its bylaws in the last 12 months?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your board approve the annual budget?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your board review financial statements on at least a quarterly basis?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your board annually disclose conflicts of interest?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization maintain meeting minutes for all board meetings?

- ☒ Yes
- ☐ No
- ☐ Need more information

How frequently does your board meet?

Monthly.....

Does your organization's bylaws include term limits for board members?

- ☐ Yes
- ☒ No
- ☐ Need more information

Do all of your organization's board members give financially to the organization, or if they are unable to give financially, do they volunteer their time to the organization?

- ☒ Yes
- ☐ No
- ☐ Need more information

EMPLOYER QUESTIONS:

If your organization has employees, do you have an employee handbook?

- ☐ Yes
- ☒ No
- ☐ Need more information
- ☐ N/A

If your organization has employees, are there up to date job descriptions for those employees?

- ☒ Yes
- ☐ No
- ☐ Need more information
- ☐ N/A

If your organization has an Executive Director, is that director evaluated on an annual basis by the board of directors?

- ☒ Yes
- ☐ No
- ☐ Need more information
- ☐ N/A

FINANCE & LEGALITY:

In the last year has there been any government agency led investigations of your organization?

- ☐ Yes
- ☒ No
- ☐ Need more information

Is your organization registered with the Secretary of State's Office and is that registration up to date?

- ☒ Yes
- ☐ No
- ☐ Need more information

Did your organization file the IRS Form 990, 990-EZ, or 990-N in a timely manner (within ten and a half months of your last fiscal year end)?

- ☐ Yes
- ☐ No
- ☒ Need more information

Was a copy of the IRS Form 990 provided to the organization's board of directors before it was filed?

- ☐ Yes
- ☒ No
- ☐ Need more information

Has your organization reviewed its policies and procedures in the last 12 months?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization have a financial policy in place to oversee the paying of invoices?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization have a policy in place to reimburse employees or volunteers for expenses?

- ☒ Yes
- ☐ No
- ☐ Need more information

Does your organization have a policy in place for receiving cash and making deposits?

- ☒ Yes
- ☐ No
- ☐ Need more information

How much does your organization have in operating reserves per your most recent financial statement?

Our non-program "reserve" account has \$58,508.

How many months does that operating reserves equate to in regards to average monthly expenses?

Our expenses average \$20,000 per month, so the reserve account would last about three months.

Any details you want to share about your organization's operating reserves?

We will be drawing down on reserves throughout the rest of the fiscal year.

File Uploads

Following are the required documents - United Way must receive ALL required documents by Saturday, February 15th in order to be eligible to become a Community Impact Agency.

NUMBER SERVED: Please submit your numbers served using THIS link:

[2026 Number of People Served at the Agency – Fill out form](#)

Number of Individuals Served - USE THIS LINK: [2026 Number of People Served at the Agency – Fill out form](#)



Form Submitted

Organization Budget - Form found on Website or can use own format - Upload as Spreadsheet



FY 2026 Budget ...



Add file

Program/Project Budget (if applying for program/project dollars) - Form found on Website - Upload as Spreadsheet

 Add file

Most Recent IRS 990

 Form 990_Tax Ye...

 Add file

Federal IRS Determination Letter - Not required for returning applicants

 Add file

For budgets over \$300,000 please upload your most recently completed audit.

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 Add file

For budgets of \$20,000-\$300,000 please upload a Compilation Report prepared by a CPA (or bring a copy to the United Way Office if no full audit).

 Add file

For budgets under \$20,000, please upload most recent approved financial statement.

 Add file

Board Member Listing - Form Found on Website - Upload as Spreadsheet

 Board Member Li...

 Add file

Key Employee Listing - Form Found on Website - Upload as Spreadsheet

 Key Employee Li...

 Add file

Organization's most recent Annual Report (if applicable)

 Annual Comparis...

 Add file

Upload Agency's Bylaws - Required for new applicants, required for returning applicants if any changes have been made in past year.

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 Add file

Google Forms