

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 *

ashley.drew@coyotehill.org

Agency Name

Coyote Hill

Agency Director

Bill Atherton

Director E-mail

atherton@coyotehill.org

Agency Address

655 Clinic Rd

City, St, Zip

Hannibal, MO 63401

Agency Phone Number

573-874-0179

Website

www.coyotehill.org

EIN

43-1601128

Fiscal Year Start and End Date

01/01–12/31

Application Contact Name

Ashley Drew

Application Contact E-mail Address

ashley.drew@coyotehill.org

Application Contact Phone Number

573-874-0179

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

☒ Yes

Organization's Mission Statement

Coyote Hill exists to give every child in foster care A Safe Place to Be a Child™.

Organization's Vision Statement

Coyote Hill makes an eternally significant difference in the lives of generations to come by making an everyday difference in the lives of children affected by abuse and neglect.

Provide a 25-word summary of your organization.

Coyote Hill provides safe homes for children in foster care, resources to licensed foster parents, and advocates to walk through life with foster families.

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

22000

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.

Coyote Hill Hannibal Foster Care Services 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*****

Coyote Hill's Foster Care Ministries program enables us to license more foster parents, retain current foster parents, and ensure children in foster care are set up to form healthy attachments leading to better outcomes into adulthood. Coyote Hill focuses on making the foster care process simple and sustainable for participants. The Foster Care Ministries program consists of three branches: Training, Licensing, and Advocacy.

Training:

Our community training programs start with facilitating MO C.A.R.E. (Missouri Caregiver and Adoption Resource Education) classes, the required training course for all prospective foster and adoptive families. This is a 30-hour training course provided free of charge. CPR/First Aid/AED training is a required course for every foster parent to become licensed and must be renewed every two years to maintain licensure. Coyote Hill has CPR trainers on staff to meet this need and offers the service at no cost for families. Coyote Hill also offers Trust Based Relational Intervention (TBRI) Caregiver training when a foster family feels they would like additional resources for helping children in their care. In instances where foster families decide to take the road to adoption, Coyote Hill offers Spaulding training. This is a 12-hour certified, state-mandated training for prospective adoptive parents.

Licensing:

Licensing can be a roadblock for many prospective foster parents in our community. Currently, Coyote Hill is the only agency in Lewis, Marion, Monroe, and Ralls counties to license new traditional foster homes. Every prospective foster parent needs to finish the 30-hour MO C.A.R.E. training class, and complete additional online trainings, multiple background checks, a home study, financial verification, and provide personal, work, and medical references. Coyote Hill Family Advocates track the family's progress and alert them of upcoming requirements. Because our licensing process is so hands-on, the Family Advocate can ensure each family is a good fit for foster parenting.

Advocacy:

The final branch of Coyote Hill's Foster Care Ministries provides 24/7 advocacy for families. Strong support leads to reduced foster parent burnout, higher retention rates, and ultimately better outcomes for children. Coyote Hill provides tailored levels of advocacy for the specific needs of each foster family and is maintained through quarterly check-ins, monthly community groups, memory makers program, and other financial resources.

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.

Coyote Hill addresses two of the most common reasons why foster parents stop fostering: training and support. These reasons lead to foster parents feeling ill-equipped to handle challenges their foster children are going through and cause feelings of isolation with no one to turn to for support. Without these issues being addressed, foster families have a 30% to 50% likelihood of quitting within their first year of fostering (NCSL, 2019). Coyote Hill continues to focus on training, licensing, and advocacy through the Foster Care Services Program, which has an 87% overall foster parent retention rate.

By retaining foster parents, Coyote Hill offers safe and stable homes for foster children. Despite this, there is still an ever-pressing need for more foster parents. In Missouri, the number of children in care outnumbers the total of licensed foster homes by an average of three to one, with larger deficits in rural areas (AFCARS, 2023). According to the Missouri Children's Division Management Report for December of 2025, Marion, Monroe, and Ralls counties had 204 children in foster care and only 69 traditionally licensed foster homes. If foster children do not receive stable placements, they are more likely to be negatively impacted due to moving which often causes disruption, stress, and trauma. Multiple placements often delay permanency due to inconsistent visitation schedules and affect the well-being of the child through poorer educational outcomes and increased behavioral and mental health issues. The trauma that accompanies placement changes puts children at risk of aggression, delinquency, and depression. (The Annie E. Casey Foundation, 2023).

It is critical for Coyote Hill to continue to train and license new families to keep up with the demand and loss of foster homes in 2026. The Coyote Hill Hannibal location held three MO C.A.R.E. classes and three virtual respite trainings in 2025 where we were able to license eleven new homes. Funding from the United Way will allow Coyote Hill to train families who serve these children and the families providing a safe, nurturing environment for them.

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?

As an organization, Coyote Hill keeps detailed data in our Apricot database where we can analyze reports and track our efforts. After advocacy initiatives, foster families are surveyed, and feedback is reviewed to determine program success and identify areas of improvement. Organization success is measured through foster parent retention rate, stability of the children in Coyote Hill foster homes, and feedback provided by those utilizing Coyote Hill services. When foster parents are properly advocated for and supported, children are less likely to be disrupted. Funding for the Hannibal Coyote Hill allows Hannibal staff to continue growing, meeting the needs of current foster homes, and recruiting more foster families. The current foster family licensing class has four families from the Hannibal area and five referrals for licensing from other circuits.

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

While there are other agencies in our community who assist foster families with clothing and birthday needs, Coyote Hill is the only organization offering a large range of services and support for the entire foster family. When families are licensed by Coyote Hill, we refer the families to the other agencies for assistance. It is our desire that we do not duplicate services but provide services that are not currently available in our area to meet the entire family's needs.

Coyote Hill is the only organization offering the required, state-mandated training for prospective foster and adoptive parents in Lewis, Marion, Monroe, and Ralls counties. All families starting their foster care licensure are referred to Coyote Hill by the Children's Division. Coyote Hill is also the only organization in our community with a Family Advocacy program dedicated to guiding new foster families through the obstacles of the child welfare system.

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.

Roughly 34% of school-age children and youth currently in foster care have current Individualized Education Programs (IEPs) and another 6% have 504 plans for disability accommodations. Sixty-four percent of foster children have diagnosed mental health conditions and 18% have chronic health conditions (Henderson, K, 2021). In addition, even though children in foster care are more likely than their peers to receive special education services, many do not receive the special services they need because they are not in one setting long enough to be referred. It is essential at-risk foster children are provided homes with the best chances for healthy outcomes; this begins by creating more foster parents and supporting those parents who are succeeding. Coyote Hill does not cease support if a child is adopted, and support is continuously offered until children reach adulthood. Coyote Hill acknowledges education is invaluable for a child in foster care and their future. With support through our Foster Care Services Program, Family Advocates connect parents and children to additional resources and materials to aid in the educational success of their child.

Coyote Hill focuses on training, licensing, and advocating for new foster homes in our community to provide safe, stable housing for children who were previously living in poverty. While in foster care, children have access to many resources including healthcare, a safe and stable home, consistent nutritious foods, and routine hygiene practices. All Coyote Hill homes have been vetted and trained to provide high-quality care and to meet the abundant needs a child will have once entering their home. Coyote Hill's wrap-around care approach looks at the child, identifying areas where extra support could be beneficial.

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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.

Foster parents stand in the gap to help a child heal from the trauma they've experienced and teach them valuable life skills. Because of the number of foster homes closing their license and the continuous rise in the number of children coming into care, it is vital that Coyote Hill continues to provide our services. Foster parents' burn out is historically caused by frustrations towards the system, inadequate communication between team members, and differences between foster families and their case workers (Samya, 2009). All services Coyote Hill provides are meant to create new foster homes and retain current foster homes so that children have safe and stable homes during their time in care. Currently, children being served by Coyote Hill experience a stable placement for 2.5 times longer than children placed in non-Coyote Hill foster homes. This permanency is a direct result of the service activities Coyote Hill provides encompassing an efficient licensing process, crisis intervention, trauma-informed training, secure attachment building activities, life skills activities, resource connections, and respite facilitation.

Because every child in foster care is in a continual state of crisis until they find permanency, it is common for parents to need additional resources. Coyote Hill mitigates the negative effects of an unstable environment by providing the necessary training and support to parents. In addition to trainings, conferences, and outside resources, Coyote Hill advocates provide 24/7 in-person and virtual support. Coyote Hill advocates build personal relationships with each family they serve and look for ways to fill the gaps which allow foster families to continue fostering.

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.

All children that Coyote Hill serves are in poverty, have been victims of abuse or neglect, and are without a stable home. Foster children are among the most at risk of experiencing unemployment and homelessness later in life. Forty-six percent of former foster youth are unemployed, and 43% have experienced homelessness (Dworsky et al., 2013). When youth in foster care received targeted services and supports to prepare them for employment, addressed employment barriers, and were helped to secure and maintain employment, their chances of earning a living wage increased from 20% to 80% (Children Now, 2022).

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.).

Coyote Hill's target population is foster or adoptive children, up to age 19, who have been taken out of their homes by Missouri Children's Division. Because of this, it is essential that these children are provided resources to help them succeed in school and find a passion for learning. According to the Adoption and Foster Care Analysis and Reporting System in the 2024 fiscal year, there were 16,294 children in custody of the Missouri Children's Division. The average age of a Coyote Hill child is 10, and the children roughly reflect the racial and ethnic demographics of rural Missouri, with about 70% of placements being White, 18.5% Black, and 11.5% multiple races.

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?

Coyote Hill in Hannibal focuses on licensing families in Lewis, Marion, Monroe, and Ralls counties. Though other locations of Coyote Hill serve families outside of these four counties, we can track and ensure dollars stay local. Coyote Hill utilizes QuickBooks and Donor Perfect database to make sure allocations of funds are appropriately recorded. Furthermore, each branch of Coyote Hill has their own budget and checking account with a local bank ensuring dollars received and spent are used by that branch.

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

Historically, this program has been supported by private donors. For 35 years, Coyote Hill raises over 80% of its funding from donors and has operated without debt, remaining fiscally responsible in the state of Missouri. Coyote Hill has also worked with Veterans United and Boone County Community Trust for the Boone County branch of Foster Care Services. In 2026, private donations will supply the remaining budget to supplement the total cost of the program in the Hannibal area.

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.

Coyote Hill has remained fiscally responsible to its donors and the state of Missouri for 35 years. The Coyote Hill development team has been heavily involved in plans for the Hannibal location and created goals to ensure funding will be secured. If Coyote Hill were to receive support and funding from the United Way of the Mark Twain Area, this would further demonstrate to other current and potential donors the viability of Coyote Hill's program and move the organization one step closer to securing the funding needed.

Explain any collaborations with other agencies.

Coyote Hill regularly communicates with other agencies in the Hannibal area on how to work together. Some of these organizations include the Department of Social Services, Mission 180, Douglass Community Center, Embrace, FosterAdopt Connect, and several local churches. We have hosted trainings at The Crossing, First Christian Church of Hannibal, United Methodist Church of Palmyra, Immanuel Baptist Church, Calvary Baptist Church, First Baptist Church of Palmyra, New Life Pentecostal Church, Arch United Methodist Church, First Presbyterian Church Hannibal and Tabernacle of Praise.

As of July 2025, Coyote Hill Hannibal began receiving relative license referrals and the majority of renewals for the 10th Circuit from the State of Missouri through the FCARSTC contract. This has created a significant number of newly licensed homes in the Northeast, even though many of these families are not close enough for Coyote Hill staff to provide advocacy services to them.

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?

Coyote Hill has been a proud partner with the United Way for the past four years. We often verbally share about the partnership during presentations, small group settings, and one-on-one meetings. We also share on our social media platforms that we are a partnering agency of the United Way. Staff of Coyote Hill participate, when available, in activities and events hosted by the United Way.

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

This ongoing partnership between Coyote Hill Hannibal and United Way has been vital to the success Coyote Hill has experienced in the Hannibal area. The United Way has invited Coyote Hill staff to speaking engagements to share with influential leaders in the community. They have been a phone call away to assist with brainstorming solutions. They have also allowed Coyote Hill to use their building for training and hosting the Coyote Hill Christmas program in December where families could come shop for stocking stuffers and pick up gifts.

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?

Quarterly

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?

\$675,000

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

2-3 months

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

This is the current amount Coyote Hill holds in savings.

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



Organization Bud...



Add file

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



Add file

Most Recent IRS 990



2024 Form 990 (...)



Add file

Federal IRS Determination Letter - Not required for returning applicants

 IRS 501(c)3 stat...

 Add file

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

 Coyote Hill - Fina...

 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

 26 Board Membe...

 Add file

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

 26 Key Employee...

 Add file

Organization's most recent Annual Report (if applicable)

 Annual Report Gr...

 Add file

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

 2023 CH By-laws...

 Add file

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