

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 *

stephanie@douglassonline.org

Agency Name

Douglass Community Services, INC.

Agency Director

Stephanie Cooper

Director E-mail

stephanie@douglassonline.org

Agency Address

909 Broadway

City, St, Zip

Hannibal, MO 63401

Agency Phone Number

573-221-3892

Website

www.douglassonline.org

EIN

43-0971877

Fiscal Year Start and End Date

January 1- December 31

Application Contact Name

Alan Wilkerson

Application Contact E-mail Address

alan.wilkerson@douglassonline.org

Application Contact Phone Number

573-221-3892 x235

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

☒ Yes

Organization's Mission Statement

Douglass Community Services is a trusted leader in building strong kids, strong families and strong communities.

Organization's Vision Statement

Douglass Community Services is an exemplary leader in the community by transforming unmet needs, honoring people's dignity and instilling hope to build stronger kids, stronger families and stronger communities.

Provide a 25-word summary of your organization.

DCS provides assistance to individuals; promoting active participants in building a stronger community. Services include: early-childhood education, family wellness, youth services, & Senior Corp programs.

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

\$50,000

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.

Food Pantry, CASA-Court Appointed Special Advocates, and Kids in Motion

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*****

*CASA: Court Appointed Special Advocates are trained volunteers, appointed by a judge to speak on behalf of the needs of children who are under care of the judicial system. Funding supports a full-time staff person who recruits, trains, provides support for the volunteers, and supervises a part-time staff who provides support for the volunteers. The DCS-CASA program supports the 10th Judicial Circuit (Marion, Ralls, and Monroe counties).

*Kids in Motion: KIM, a prevocational youth program, creates opportunities for students to explore a multitude of careers and vocational opportunities. That exploration is supplemented by volunteer experiences. As a summer program, KIM serves approximately 30 children each year. Funding helps support the salaries of the employees who run the day-to-day aspects of the program and the stipends paid to the participants. KIM program is available to 4th & 5th grade students in the Hannibal Public School District.

*Food Pantry: The pantry is open 5 days a week for a total of 15 hours a week. The Pantry is solely dependent on local support to finance the building, utilities, and the one, full-time staff person, as well as the labor of 12 DCS Volunteers and the Hannibal Public School BEST Interns. Each month the pantry assists between 900-1500 individuals with food boxes. Food programs include Emergency Food, TFAP (commodities) (Marion county), Senior Food Boxes (Marion and Ralls counties), and Veteran Food boxes. The Care Closet provides cleaning and personal hygiene items. In 2025, there were 642 instances of assistance in the Care Closet.

Toys for Tots: A partnership with the US Marine Corps Foundation to provide Christmas to nearly 1600 children in Northeast Missouri (Lewis, Marion, Ralls, Pike, Shelby, and Monroe) in 2024.

FGP: The Foster Grandparent Program provides low-income senior adults with school or childcare-based volunteer opportunities. Volunteers receive a small stipend. FGP offers volunteer opportunities in 6 Northeast counties: (Clark, Lewis, Marion, Ralls, Pike, and Monroe).

Head Start/ Early Head Start/: The Head Start program provides early childhood education and support to low-income families beginning with prenatal women and advancing through five-year-old. Children receive health screenings and educational learning opportunities. Head Start offers additional wrap around services to support the entire family. Head Start/ Early Head Start services are provided in Lewis, Marion, Ralls, Pike, Shelby, Monroe, Randolph, and Macon counties.

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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.

Northeast Missouri continues to experience food insecurity at rates higher than the state average. According to the Feeding America 2024 Report, 15.3% of Marion County residents are food insecure,

with similarly elevated rates in surrounding counties: 15.8% in Lewis County, 16.0% in Monroe County, 14.2% in Ralls County, and 15.1% in Shelby County. In response to this ongoing need, the Douglass Community Services Food Pantry served an average of 1,000 individuals per month in 2024 and continues to see sustained demand in 2025. Support from United Way in 2025 will enable Douglass Community Services to continue providing critical emergency food assistance to individuals and families across United Way-served communities, ensuring access to nutritious food and promoting household stability.

During the last quarter of 2025 there were 231 children in the care of the 10th Judicial Circuit. This number necessitates the Court Appointed Special Advocate (CASA) program at Douglass Community Services. The CASA program utilizes volunteers to connect with and advocate for these children. The state of Missouri removes children at a rate nearly twice the national average, even when accounting for poverty, according to the National Coalition for Child Protection Reform. The CASA program at Douglass Community Services provides services throughout the entire time the child is in judicial ordered care. In 2025, the CASA program volunteers (22) provided services for 45 children. Almost all of those children are under judicial care because of neglect and abuse. Support from the United Way enables Douglass to provide training and support to the CASA volunteers.

The 2025 Kids in Motion program focus on work-force development and entrepreneurship was a success. Youth explored various careers via hands-on activities, site visits to local industry and businesses, and an entrepreneur panel. We will continue to assist 30 incoming 5th and 6th grade students, divided into two cohorts of 15 children each. Each cohort meets for 2 weeks. At the end of the program, 4 individuals will be selected as ambassadors to help recruit new students and attend outreach and advocacy events throughout the year. Kids in Motion is funded through local donations and community grants. United Way funds will provide general program support.

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?

Douglass Community Services measures program success through data-driven outcomes, continuous evaluation, and community feedback to ensure our work produces measurable improvements in health, education, and financial stability. Across all programs, DCS tracks participation, service delivery, completion rates, and outcomes using client records, surveys, volunteer data, and partner feedback. Results are reviewed regularly to identify gaps, respond to emerging needs, and strengthen program effectiveness.

DCS addresses food insecurity as a critical social determinant of health through its Food Pantry. Success is measured by the number of individuals and households served, frequency of access, and continuity of service. Monthly utilization data allows DCS to monitor demand, prevent food access disruptions, and ensure families receive timely, nutritious food. Anticipated outcomes include reduced hunger-related crises, improved household food stability, and improved overall well-being for vulnerable individuals and families.

Through DCS–CASA, success is measured by volunteer recruitment, training completion, retention, and case advocacy outcomes. DCS tracks the number of children served, court reports submitted, and

permanency milestones achieved. Qualitative feedback from judges and child welfare partners further informs impact. The anticipated community impact includes improved educational stability, stronger advocacy for children involved in the court system, and better long-term outcomes for youth experiencing abuse or neglect.

The Kids in Motion program supports youth workforce readiness and long-term economic stability. Success is measured through attendance, program completion, and demonstrated gains in soft skills, financial literacy, and career awareness using pre- and post-assessments. Anticipated outcomes include increased confidence, employability skills, and preparedness for employment or continued education, helping youth build a pathway toward financial independence.

Collectively, DCS programs contribute to healthier families, stronger educational advocacy, and increased financial stability—reducing crisis reliance and strengthening community resilience across United Way–served communities.

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 other food pantries in the area (of which we often partner), however Douglass serves the greatest number of clients and is open the most hours. Douglass also provides the wrap around support services via the Thrift Store and the Housing and Utility Assistance program. There no other agencies in this community that provide the services that CASA and Kids in Motion offer.

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.

Youth Opportunity: Our Kids in Motion program provides opportunities to learn about and explore local careers which will help students broaden their future expectations. During their time exploring careers, students will have the ability to network with professionals who will help them plan for their future. DCS is in the 5th year of partnering with the successful B.E.S.T apprenticeship program. 95% of the B.E.S.T participants gain employment immediately after graduation. The DCS Foundation provides annual

scholarships to high school seniors taking a non-traditional post-secondary route. This scholarship may support the recipient with funds to pay for a 2-year program or start-up costs for a workplace endeavor.

Financial Security: DCS Support programs (such as housing and the food pantry) help to bridge the gap between a family's present instability and future stability. Housing provides budgeting assistance so people are aware of their finances and can make informed decisions. The Food Pantry provides relief to the stress caused by the lack of food. Having enough to eat can assist families in focusing on the other stressors that effect stability. The quarterly Thrift Store clothing vouchers and low-cost clothing also help ease the financial burden for families.

Healthy Community: The Food Pantry provides healthy (and often) fresh foods. "A study analyzing the eating habits of individuals before and after visiting a food pantry found an increase in the number of eating occasions as well as the variety of food eaten following pantry visits. Fruit consumption was also shown to increase during the period after the participants visited the pantry" (Wright et al., 2018). The Senior Volunteer programs (RSVP & FGP) help older adults engage in significant community volunteerism which promotes a positive mental health.

Community Resiliency: The DCS Head Start and Early Head Start programs assist low-income families by addressing their urgent needs of today by providing health screenings, dental care, and educational learning opportunities for the whole family. Head Start offers additional wrap around services to support the entire family, which empowers them towards a better tomorrow. DCS also sponsors People First, an advocacy program led by persons with disabilities. The CASA program serves to address the urgent needs of youth who have been victims of child abuse and neglect. The support the CASA volunteers provide is proven to increase positive outcomes for these children, both in the short-run and the long-run.

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.

Douglass Community Services provides critical services and opportunities for upward mobility. Our food pantry addresses the critical service of fighting food insecurity. DCS, in partnership with Missouri Foundation for Health, is taking a broader approach to food insecurity in the region through the local food council focusing on wellness, education, agriculture, grocers, and workforce development in a 3 year food securities project grant. Through the mentoring aspects of Kids and Motion and CASA, children see opportunities that exist outside of their present situations. These experiences enable them to envision a future that is better than their present.

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.

DCS aligns its programs with the Community Health Improvement Plan (CHIP) by addressing upstream social determinants of health that directly impact housing stability, chronic disease outcomes, and workforce development.

Food insecurity is closely linked to housing instability, as families experiencing financial strain often must choose between food, rent, utilities, and medical care. The DCS Food Pantry provides consistent access to nutritious food, helping households stabilize limited resources and reduce crisis situations that can contribute to eviction or homelessness. DCS further supports housing retention through the housing and utility assistance program and participation in Project Community Connect and Tri-County Alliance.

The DCS Food Pantry addresses chronic disease prevention by increasing access to nutritious foods that support overall health and disease management, particularly for individuals managing diabetes, heart disease, and other diet-related conditions. Regular access to healthy food improves medication adherence, reduces stress, and supports long-term health. By reducing food insecurity, DCS Food Pantry directly impacts a key driver of poor health outcomes in the community.

Through DCS-CASA, the organization strengthens the social service workforce by recruiting, training, and retaining community volunteers to advocate for children involved in the court system. CASA volunteers serve as a critical extension of the child welfare system, improving capacity, case outcomes, and system effectiveness.

The Kids in Motion program further advances workforce development by preparing youth with essential soft skills, financial literacy, and career awareness, including exposure to careers in health and social services. By building early workforce readiness, Kids in Motion contributes to a future pipeline of skilled workers equipped to meet community health and social service needs.

Collectively, DCS programs reduce immediate crises, strengthen long-term stability, and support a healthier, more resilient community—directly aligning with CHIP priorities and advancing community-wide health outcomes.

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.).

Kids in Motion selected 30 children for the 2025 program. Of those who completed the program, 36% reported enrollment in Medicaid. 25% of the participants were minority students. A subset of the students had academic or behavioral issues that proved to be barriers to their success. The majority of those selected (96%) completed the program with great success, which continues to carry over into their education and daily lives.

CASA: In 2025, children assisted were 58% female, 79% white (21% other: mixed race, African American, or Hispanic). All of the children were victims of abuse and/or neglect. 75% of the children come from single parent homes. 75% are living in poverty and approximately 5% have faced homelessness.

Food Pantry: In 2025, 53% of our clients were female and 78% of the clients were white. 50% also received SNAP benefits and 15% are disabled. Over 200 clients, with more the on the wait list, utilize the Senior Food Box program and 25 Veterans per month can utilize the Veterans' boxes.

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?

The programs that will use United Way dollars almost completely serve clients in the same demographic area of the United Way. Our Chief Financial Officer uses accounting software that tracks allocated funds by their intended purposes. To access funds, staff complete a requisition for purchase and receive purchase orders. Monthly budget and financial reports are given to the program directors, CEO, and the Douglass Board of Directors.

Kids in Motion program is open to students living within the Hannibal Public School District. DCS-CASA serves the 10th Judicial Circuit, which serves Marion, Ralls and Monroe counties solely. Similarly, the food pantry through the USDA food program and Senior Food boxes provides these commodities to residents of Marion County or Marion and Ralls Counties, respectively. According to our records of Emergency Food only 0.41% of those assisted in 2024 were living outside of the United Way of the Mark Twain Area service area.

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

The Food Pantry: community donations, fundraisers, income from the thrift store, and local and national grants

Kids in Motion: local donations, grants, and fundraisers.

CASA: federal, state, and county funds and fundraising events.

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.

Food Pantry: If requested funds are received, the Pantry will continue to be open 15 hours a week. These hours enable our clients the greatest opportunity to receive assistance.

Kids in Motion: The program is able to meet the needs of 30 children because of local funding. Requested funds would allow DCS to continue to provide high quality summer leadership and career exploration program.

CASA: United Way funding will help ensure that volunteer recruitment and training as well as services for the children under the care of the 10th judicial circuit will continue.

Explain any collaborations with other agencies.

Douglass works frequently with other agencies to ensure that the needs of low-income clients are met. Food Pantry: The Food Bank for Central and Northeast Missouri, Dollar General, Walmart, Share the Harvest, and the Community Foundation Serving West Central Illinois and Northeast Missouri, General Mills, and Festival of Sharing. Ralls County NECAC, Harvest Outreach and the local Salvation Army are strong partners in sharing resources that are in abundance and covering the needs of our clients when we cannot fully assist.

Kids in Motion: Local businesses such as the City of Hannibal, Bleigh Ready Mix, Mississippi Market Place, Board of Public Works, the Police and Fire Departments, and the NEMO Humane Society provide career exploration opportunities. In addition, participants volunteer at the DCS Food Pantry and Community Garden, Historic Hannibal Marketing Committee, and the Mark Twain Boyhood Home and Museum. The Frist Presbyterian Church and their youth minister provide the venue and special programming for the KIM program. KIM program staff and KIM Ambassadors participate in the CHART Teen Health Fair and the HAYS Back to School Fair.

CASA: 10th judicial circuit, Department of Social Services, Children's Division, Birthday Blessings, Coyote Hill, Embrace, and Foster-Adopt Connect. These partnerships ensure the smoothest possible transition between the stages of placement and care. The CASA program participates in FACT, is a new member of Chamber of Commerce in Monroe City, and has formed a group that consists agencies that work on the case- we review cases a month a head of court to make sure paperwork is all there and if anything needs to be added or changed it is so court starts to go more smoothly. CASA leadership participates in the HAYS Back to School Fair.

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?

Douglass Community Services holds an internal campaign and identifies itself as a United Way agency. Douglass staff regularly attends United Way events and collaborates in other United Way functions such as Stamp Out Hunger, Lunch and Learns, as well as the Giving Week activities.

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

Outside of monthly financial support, Douglass Community Services has benefited from social service organization networking, business sponsorships and connections, and social media marketing and advocacy. Many partnerships have been forged via a United Way connection.

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?

The Full Board meets 6 times per year.

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?

\$525,xxx

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

That is around 1 month of operating reserves.

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

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

 Add file

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

 Add file

Most Recent IRS 990

 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.

 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

 Add file

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

 Add file

Organization's most recent Annual Report (if applicable)

 Add file

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

 Add file

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