

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 *

erykamabus@kairoshope.org

Agency Name

Kairos Hope INC.

Agency Director

Eryka McMillan

Director E-mail

erykamabus@kairoshope.org

Agency Address

39799 HWY 24

City, St, Zip

Monroe City, MO. 63456

Agency Phone Number

2178916662

Website

www.kairoshope.org

EIN

82-4783581

Fiscal Year Start and End Date

January 1- December 31

Application Contact Name

Eryka McMillan

Application Contact E-mail Address

erykamabus@kairoshope.org

Application Contact Phone Number

217-370-8996

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

☒ Yes

Organization's Mission Statement

Within Our Christ-Centered Home, We Are Committed to the Holistic Healing and Support of Women Who Have Overcome Sexual Trauma, Cultivating Wholeness in Every Facet of Their Lives.

Organization's Vision Statement

Kairos Hope envisions a world where every survivor of sexual trauma, through the nurturing embrace of our Christ-Centered Home, not only reclaims their life but thrives authentically in the fullness of Christ's freedom, inspiring others toward a future free from the shadows of their past.

Provide a 25-word summary of your organization.

Kairos Hope provides the only specialized long-term residential restoration and trauma-informed care for women survivors of sexual exploitation and trafficking within the Mark Twain area.

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

\$12,000

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.

Residential Program Capacity Expansion

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*****

This sole program of Kairos Hope is our residential program. This integrates housing, trauma-informed support, life skills development, case management, and spiritual formation into a single, cohesive model of care. The program is designed for women who are ready to engage in deeper trauma work, rather than immediate crisis stabilization, allowing residents the time, support, and structure needed to rebuild confidence, develop practical skills, and plan for sustained independence.

HOME-LIKE ENVIRONMENT: Residents live in a home-like setting that emphasizes dignity, stability, and personal responsibility. The environment fosters self-worth, independence, and healthy routines, providing a foundation for emotional and life skill development.

TRAUMA-INFORMED SUPPORT AND MENTAL HEALTH COUNSELING: Each resident receives deep trauma counseling from a licensed counseling professional, including holistic counseling and EMDR, tailored to support lasting emotional healing.

LIFE-SKILLS AND PERSONAL DEVELOPMENT: Residents participate in structured programming that equips them for independence, including the completion of Financial Peace University and support to pursue Hi SET or higher education as desired. They also develop essential skills in communication, boundaries, decision-making, time management, and daily living, all designed to prepare them for long-term stability and self-sufficiency.

EMPLOYMENT READINESS AND FUTURE PLANNING: Kairos Hope supports residents in developing realistic, individualized plans for employment and long-term independence. Through goal setting, accountability, and mentorship, residents gain clarity around vocational direction and next steps, helping them transition from dependency toward self-sufficiency.

CASE MANAGEMENT: The program provides individualized case management, ensuring residents are connected to essential community resources such as healthcare, benefits, education, and employment services. Case management supports continuity, accountability, and helps residents build the skills to navigate systems independently and advocate for themselves.

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.

Rural survivors in our region face a "service desert" that creates a cycle of revictimization. According to the MOCATE Human Trafficking Resource Inventory, Monroe County offers only three specialized resources for survivors across legal, therapeutic, and basic needs categories. This scarcity is compounded by the findings of the Missouri Strategic Plan: Needs Assessment, which identifies a critical lack of safe housing and trauma-informed counseling in rural Missouri. In our service area, survivors are often forced to choose between remaining in an exploitative environment or relocating hundreds of miles away from their support networks to find help.

Kairos Hope was designed specifically to bridge the gap between the "Level 5" need for specialized trauma care (identified by MOCATE) and the current lack of rural availability.

RESIDENTIAL STABILITY: While general shelters exist, the data shows a lack of trafficking-specific housing. Our program provides the long-term, safe environment that the Strategic Plan identifies as the #1 barrier to survivor recovery.

SPECIALIZED HEALING: Our "Life Transformation" curriculum directly addresses the "patterns of instability" noted in the Needs Assessment by providing life skills and job support, moving survivors from trauma to Upward Mobility.

PREVENTATIVE INTERVENTION: By providing these services locally, we prevent the "downward spiral" into homelessness, substance use, or re-exploitation that occurs when rural survivors have no local access to care.

Sources:

Missouri Coalition Against Trafficking and Exploitation (MOCATE)

Human Trafficking Resource Inventory

2021 Missouri Strategic Plan: Needs Assessment Report, 2017–2021

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?

PROGRAM-LEVEL SUCCESS: Kairos Hope utilizes a Results-Oriented Management approach to track survivor progress across three distinct phases of restoration. Success is measured through:

- (1) Milestone Achievement: We use structured checklists and scoring rubrics (administered by a licensed counselor and home manager) to document progress in 12 areas of wellness.
- (2) Long-Term Stability Metrics: Post-graduation, we measure "Success" by the graduate's ability to sustain three key pillars: Economic Self-Sufficiency (maintained employment/income). Housing Security (stable, safe independent living). Legal & Social Wellness (continued legal standing and community integration).

COMMUNITY-LEVEL IMPACT: This program anticipates three primary levels of community improvement:

- (1) Expanded Service Capacity: United Way funding will directly increase our capacity by 50% (moving from 4 to 6 residents). In a "service desert" like Monroe County, this represents a significant expansion of the regional safety net for victims of exploitation.
 - (2) Reduction in Community Crisis Costs: By providing proactive, trauma-informed housing, we intervene before survivors fall into cycles of homelessness, emergency room visits, or substance use. This reduces the long-term financial and operational burden on local law enforcement and emergency services.
 - (3) Restoration of Productive Citizens: We anticipate a community where survivors are no longer "at-risk," but are contributing members of the workforce and neighborhood. Each graduate represents a life moved from dependence to independence, fostering a more resilient and secure Northeast Missouri.
-

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

Currently, there is a critical vacancy in residential services within our service area. While organizations like AVENUES continue to provide vital outpatient advocacy and crisis support, their shelter is no longer operational. This has left a significant gap in the "Continuum of Care" for survivors in Northeast Missouri.

Addressing the Residential Void: With the loss of regional emergency shelter beds, Kairos Hope stands as a primary residential resource for women survivors of sexual trauma and trafficking in the Mark Twain area.

Specialized vs. General Care: Even when emergency shelters were available, they were not designed for the long-term (12+ month) clinical restoration required for trafficking recovery. Kairos Hope provides a unique, trauma-informed residential model that moves beyond immediate safety into deep, personal transformation.

Geographic Necessity: Survivors in Monroe, Marion, and surrounding counties now face a reality where the nearest specialized residential beds may be hundreds of miles away. Kairos Hope allows survivors to heal within their own region, maintaining local support systems while accessing the safety they need.

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.

Healthy Community: Kairos Hope promotes a Healthy Community by providing comprehensive, trauma-informed care that supports the emotional, mental, and spiritual well-being of women survivors of sexual trauma and trafficking. Residents receive licensed counseling and structured programming that builds resilience, coping skills, and long-term emotional stability.

Financial Security: The program fosters Financial Security by equipping residents with essential life skills, including financial literacy through Financial Peace University, educational attainment such as HiSET or higher, and employment readiness. These services empower women to achieve independence, long-term stability, and the confidence to manage their personal and financial lives successfully.

Community Resiliency: Kairos Hope strengthens Community Resiliency by intervening before trauma escalates into crises. Unresolved trauma can lead to suicidality, substance abuse, legal issues, and cycles of instability, particularly in rural communities with limited resources. By providing structured, trauma-informed care, residents develop the skills and stability needed to prevent these outcomes. Graduates leave the program with stable housing, employment, transportation, and legal standing, prepared to thrive independently and contribute positively to their community.

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.

Providing Opportunities for Upward Mobility: Kairos Hope equips residents with the tools, education, and skills necessary to achieve long-term independence. Through employment readiness, financial literacy, educational support, and structured milestone progression, residents develop the capacity to sustain stable housing, maintain legal standing, and contribute positively to the community. By focusing on long-term transformation rather than crisis intervention, Kairos Hope empowers women to break cycles of trauma and build a stable, self-sufficient future.

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.

Our residential program provides licensed, trauma-informed counseling, including group counseling, addressing the emotional and psychological effects of sexual trauma and trafficking. By focusing on early intervention and long-term healing, we help residents develop resilience, coping skills, and emotional stability, reducing the risk of crises, substance abuse, and related mental health challenges.

Access to & Affordability of Care: Residents gain consistent access to free high-quality counseling, educational support, life skills training, and case-managed connections to community resources, which might otherwise be inaccessible in rural Monroe and surrounding counties.

Housing & Homelessness: Kairos Hope provides a safe, home-like residential environment where women can stabilize their lives and progress toward independence. By increasing program capacity, funding allows more survivors to access housing, preventing instability and homelessness in the rural region.

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.).

Kairos Hope serves adult women (18+) who have experiences sexual exploitation or trafficking. Our demographic focus aligns directly with United Way's priority on marginalized populations:

Economic Status: 100% of our participants enter the program at or below the Federal Poverty Level and are considered 'ALICE' (Asset Limited, Income Constrained, Employed) households, arriving with zero assets due to the financial deficit inherent in exploitation.

Racial Equity: Based on MOCATE regional trends and historical intake, we anticipate a population of approximately 30% racial minorities, reflecting the impact of trafficking and exploitation on marginalized groups in rural Missouri.

Social Support: 100% of our clients are 'unsupported.' Most have been intentionally isolated by traffickers or were directly exploited by their own family members. This leaves them without a traditional safety net, making our residential program their only viable path to safety and independence.

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?

As a locally owned and operated organization based in Monroe County, 100% of our operations and staffing are conducted within the service area. To ensure United Way funds are fully dedicated to the local community, the two additional beds created by this 50% capacity expansion will be specifically prioritized for residents originating from the five-county Mark Twain region. Through our 'Point of Origin' intake verification and restricted fund accounting, we guarantee that United Way dollars are utilized exclusively to support the clinical care and residential needs of survivors from Marion, Monroe, Ralls, Lewis, and Shelby counties. Furthermore, our impact remains local long-term: 100% of our graduates to date have chosen to remain in the local rural community, transitioning from survivors in crisis to independent citizens who contribute to our regional workforce and economy. This displays local impact for local donors, from intake to independence.

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

Kairos Hope's residential program is supported through a diverse mix of revenue streams, including contributions from individual donors, local churches, partner organizations and grants as well as 2–3 annual fundraising events. These combined resources help sustain the program's operations, support residents' needs, and ensure the ongoing delivery of trauma-informed residential care.

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.

In December 2024, *Frida escaped trafficking and arrived at Kairos Hope with only a backpack and no safe family to turn to. Through our residential program, Frida didn't just find a bed; she found a path to upward mobility. She moved through clinical milestones to address her trauma and gained the professional skills necessary for independence. Last month, Frida graduated from Kairos Hope and is not only a licensed CNA but is near completion of her EMT training. She has her own apartment, stable employment, and reliable transportation. Frida is no longer a "victim in crisis" but is training to be a first responder, a critical role in our rural community. United Way would make more transformations like this possible.

STRATEGIC USE OF FUNDS: Funding from the United Way of the Mark Twain Area for the 2026-2027 cycle will serve as a growth catalyst, allowing Kairos Hope to

- 1) Increase Regional Capacity by 50%: We will scale capacity from 4 to 6 residents. In a region where residential shelter is currently at a critical deficit, this expansion represents two additional lives moved from crisis to contribution annually.
- 2) Address the "Service Desert": These funds will cover the specialized care and clinical oversight required to provide trauma-informed care that general emergency shelters cannot offer.
- 3) Strengthen the Rural Safety Net: By intervening early and comprehensively, we prevent the "downward spiral" into chronic homelessness and substance use.

Explain any collaborations with other agencies.

Kairos Hope collaborates with local churches to provide clothing, food, hygiene baskets, and holiday gifts to residents. We partner with Heartland Recovery to support women moving from addiction to trauma-focused healing and connect residents with local volunteer opportunities to give back to the community. We also coordinate with other residential programs, such as Anne's Anchor, to ensure applicants are referred to the services best suited to their needs. These partnerships expand resources, strengthen support, and create a coordinated network of care for survivors in our region. Lastly, we are members of MOCATE (Missouri Coalition Against Trafficking and Exploitation) where we participate in state-wide policy expansion and collaborations across the state to ensure survivors in our area can gain necessary resources.

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?

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

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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?

17,683

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

7-8 months

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

Capacity Campaign from 2025 has been set aside for the hiring and sustaining of a staff member. These funds were abnormal for us as we were completely volunteer ran prior to this and was not expected at the beginning of 2025 (hence the original budget not reflecting it). This campaign was voted on in the summer of 2025 due to an increase in client needs and the Executive Director needing additional support to maintain the quality of care.

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

 Project Budget K...

 Add file

Most Recent IRS 990

 Kairos Hope 990-...

 Add file

Federal IRS Determination Letter - Not required for returning applicants

 Letter of Determi...

 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.

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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)

 KAIROS HOPE: 2...

 Add file

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

 ByLaws - Eryka ...

 Add file

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