The Magic is You...

United Way of Columbia, Mo.
1985 Annual Report
As my term as President draws to a close, my reflections of the past year are very positive. I have had the opportunity to meet and work with some of the finest people in the community. People who gave willingly of their time and talent as board members, campaigners and those who made the tough decisions about where the money was to be spent.

With the attainment of this year’s objective of $820,000, United Way has reached yet another milestone financially. In addition, there were other important parts of the effort. Three new agencies were added to the United Way family bringing the total to 27. This indicated growth and an obligation fulfilled of responding to new and emerging needs in the community.

As part of the concept of response and growth, the United Way Board adopted a new program called “venture funding” which is separate and apart from the allocations process. Opportunities for new and innovative programs, which are not currently funded under our current allocations program, are now considered under venture funds. One-time grants in one, two or three year increments are available after submission of an application. This is just one more way United Way reaches out to respond to the needs of the community.

Our cooperative effort with the city and county in budgeting and planning have continued this year. By working together we are able to accomplish much more than working alone.

We are most appreciative of the efforts of our professional staff who give United Way of Columbia a sense of continuity. This makes our job easier.

As Columbia continues to grow both economically and in size, your United Way will be there providing services to those in need, strengthening the bond of cooperation with local government and private industry and helping to maintain and improve the quality of life we enjoy in Columbia.

Thank you for your support this past year.

Sincerely,

Richard E. Morgart
President
Communications

We have been very fortunate to have a committee composed of highly talented people representing all the various media in Columbia. Their enthusiasm and ideas have resulted in a very effective communications committee that I feel has contributed in some measure to a successful campaign.

It has been a real pleasure for me to be a part of this committee, and as the "outsider" among this group of media related pros I really learned a lot as the dynamics of this committee worked. We appreciated the assistance and ideas from Mary Kaye Guernen and Kathleen Streufuss of the United Way staff.

Preparation for the 1985-86 United Way Campaign started in the early summer months when the Communications Committee, chaired for the fifth year by Bill Bates from Boone County National Bank, set in July to plan and organize an advertising campaign that would mark United Way with another year of outstanding success. The theme for this year's campaign was "The Magic Is You," and the committee used the mediums of print, radio and television to carry the message across our community.

"The Magic Is You" was introduced for the first time at the Communications Committee's 8th Annual Press Luncheon which was generously hosted by Shelter Insurance Companies. Members of the industrial press (editors of employee publications), broadcast and print media comprised the guest list. Guests were treated to an excellent lunch and lots of "thank yous" were distributed for outstanding support in the past campaign year.

The final of the press luncheon marked only the beginning of what was to be known as a tremendous campaign year as Terry Vache, the 1985-86 United Way campaign spokesman, shared his United Way experience for the first time.

Each year the United Way campaign takes on unique personality, and this year was no exception. The Communications Committee took the next step by planning the Kickoff which was hosted by the United Way Board of Directors at the Hilton Inn. The tone of the evening was excitement! While a four piece wind ensemble created a backdrop of music, three magicians and a juggler entertained the assembled crowd. Dr. Dale Kennedy, Dr. James Middleton, Dr. Donald McCloethin and Dr. Richard Hill comprised the wind ensemble while Danny Smith, Dr. David Kiechle and Eric Summers were the magicians for the evening and Dave Steenbergen, the juggler. Throughout the course of the evening, Jerry Broader, the 1985 Campaign Chairman, and Jack Cox, Campaign Consultant, maintained the excitement within the audience as names were drawn for M.U. football and concert tickets all of which were provided by the University. The University of Missouri mascot, Jeff Parker, added the finishing touch to an evening of mystique as he predicted the 1985 campaign goal by a slight of hand which revealed the number $800,000 on an oversized playing card. The evening was truly magical as the guests experienced a genuine enthusiasm for the United Way spirit which would assist them in achieving their goal in the weeks to come.

The public service campaign and news coverage began with the Kickoff. The Columbia Missourian and the Columbia Daily Tribune provided continuous news coverage on campaign events and incorporated the magic theme with the use of Terry Vache testimonials on quarter page ads which were created under the direction of Bob Humphrey of the Missourian. KFBU Radio ran public service announcements featuring Terry Vache. Dan Costeky of KFBU Radio assisted in the production. KFBU also supported the campaign through extensive news coverage.

Tina Vaudrin, KMKZ-TV Promotions Director, created 3 second United Way ID's which were taped on the evening of the Kickoff using attending guests who commented on the importance of the United Way. KMKZ-TV generously covered the entire United Way campaign this year by continuous news coverage and airing the public service spots produced by KMOU-TV.

KRCG-TV covered the United Way campaign this year by providing air time for the Terry Vache spots, and news coverage. KBIA Radio and KCMS Radio also covered campaign events. Drop-ins appeared in the Missourian, the Mizou Weekly, Staff Life, Contact, Pony Express, the KBIA program guide and Sports Weekly. We extend a special thank you to these publications for their efforts to help remind Columbia about the United Way.

Pacesetters

Before the United Way officially kicks off the community wide campaign, the process of fund raising has already been started to "set the pace" for the community. Each year employee campaigns from businesses and non-profit organizations, corporate contributions, and retiree individuals (Residential Division) are selected to run pilot campaigns. Their combined total, the "Pacesetter Contributions" is announced at the Kickoff. The Pacesetters provide a special effort to the campaign because they generate United Way enthusiasm by committing their dollar amount early in the campaign.

The 1985-86 Pacesetters were: United Way Board of Directors, individuals from the Residential Division, and the employees
The success of the 1985 campaign goal was a great accomplishment which involved a large number of volunteers and a lot of fun. One of the unique characteristics of the United Way campaign is the dedicated spirit of volunteerism given by individuals who represent every section of our community. This is illustrated by the selection of the campaign cabinet. In early spring, the process of recruitment begins for the campaign chairman and he in turn chooses individuals to assist him in the fund raising process. After the kickoff, the campaign cabinet’s work begins by raising money in each of the 14 divisions. Every other week there are cabinet meetings, hosted by Shelter Insurance Companies, where the campaign progress is discussed between the campaign chair and the cabinet. After the meetings, the cabinet adjourns to the lawn of Shelter and illustrates the campaign progress to the community by painting the traditional United Way sign. When the last few strokes of paint are applied there is a sense of accomplishment felt by all the United Way volunteers who contributed time, talent, and leadership to the fund raising effort.

There were a number of friendly competitions created across town to generate United Way enthusiasm. The Haden House and Bobby Buford Restaurants challenged each other to a fund raising match on behalf of United Way competing for a social gathering among employees of the winning restaurant. The Rosada Inn divided employees into two teams and competed for a winning dinner of steak and shrimp or second place dinner of ham & beans. To illustrate the true volunteer spirit that was a result of the particular employee campaign, the results were miscellaneous and the 1st place team ate the wrong dinner, but it didn’t seem to alter the fun for the employees or their spirit of enthusiasm for United Way. Red Cross Blood Center employees were also involved in a friendly competition and made arrangements for such prizes as dinner for 2 at the Haden House, M.I. Football tickets, a 23 lb turkey, and a weekend at the Holiday Inn.

Another interesting employee campaign contest for the whole employees in 1985 was in the form of a cut-a-thon. Rob Eicholzheimer sat aside a Sunday afternoon when he and his employees contributed all time and proceeds from his shop, Hair Unlimited, to go toward the United Way.
Thanks to you

This year the United Way of Columbia was fortunate to have Terry Vache as representative of our Campaign. Terry had served on the United Way Board of Directors in Dexter, MO seven years ago giving his time, talents, and money to assist in providing a stronger more caring community. It never occurred to him, so it never occurs to any of us, that one day Terry and his family would depend on the assistance of United Way for mere survival.

Terry and his family sum up their feelings toward the United Way in one word, "Savior," and Terry spent 4 months sharing his experiences from his heart to the community of Columbia through public service announcements on radio, TV, print, at the press luncheon, the United Way Kickoff, through many, many employee campaigns, a direct mail campaign, and with virtually everyone he came in contact with everyday. Terry's spirit and perseverance to life is an inspiration to anyone that has had the opportunity to visit with him. It was the good fortune of the United Way of Columbia to receive such a gift as Terry Vache. Thanks Terry, because of you it really does work...it works for all of us!

Loaned Executive program

One of the most exciting and challenging aspects of the United Way campaign occurs in the large business division of the campaign cabinet. This division is staffed by executives on "loan" from major firms in our community. These carefully selected individuals are given an intensive 2 day training session, hosted by State Farm Insurance Companies. State Farm not only provides the facility, but they also provide an outstanding trainer, Regina Turner, who is a former loaned executive.

Once the training process is complete, the loaned executives report directly to the United Way office for a period of 3 weeks. During this time they apply the principles of leadership and volunteerism taught by Reggie toward the achievement of their division's goal. Their activities include meeting with chief executives officers of both large and small companies and conducting employee campaigns within these companies.

The rewards of this program are many. Experiences encountered are both professional and personal. From a professional standpoint, they receive extensive exposure in segments of our business community that they wouldn't ordinarily get the opportunity to experience. They enhance skills they already possess and learn new ones. Personal growth is evident as they obtain a deeper awareness of the needs of our community. Along the three week experience there is a special comradeship that develops between the individuals as they move from being individual employees representing their own company and striving to reach their personal goal to being a team playing an integral role in a sincere effort to reach a common goal for a common good.

The loaned executive program has been in existence for 9 years and has been highly successful. This year, for the first time a mini-conference hosted by State Farm Insurance Companies to draw back all of the former loaned executives to tell their stories and share their common experiences with each other. While the dynamics of each group were different, they all possessed the same sincere dedication and commitment to the United Way, and they were genuinely grateful for the opportunity to have served in the capacity of a loaned executive.

We wish to express our deepest appreciation to all of the companies that participated in the Loaned Executive Program. Thank you also to the 7 outstanding individuals who comprised the Loaned Executive class of 1985.
THANKS TO YOU...
WE ONCE AGAIN REACHED OUR GOAL!
The campaign cabinet is divided into specific divisions which attempt to reach everyone in our community. These divisions are staffed by a volunteer chair and co-chair who, in turn, recruit others to participate with them in the fund raising process for their division.

The largest division of the United Way campaign in the MAJOR FIRMS which this year was chaired by Vicki Burton from Boone County National Bank and co-chaired by Mariel Ligget of Williams Keepers. Serving as associate chairmen were David Duffy from Memorial Funeral Home, Jerry McHaren from State Farm Insurance Companies, Bo Fraser of Boone County National Bank, Ray Jones and Jack Paltit from Shelter Insurance Companies, and Bill Weaver of KFUE Radio. The MAJOR FIRMS division was chaired by Christy Tuttle from NPA Incorporated and Mark Deaver from Square D. The large business division is staffed by Leased Executives, and they raised $72,194. (The Co-Chairs are former leased executives.) The AUTOMOTIVE DIVISION was chaired by John Riddick of John Riddick Motors and raised $10,512. FINANCE, BROKERAGE AND REAL ESTATE was co-chaired by a husband and wife team, Gene and Jo Reuther from Sunlight Realty, and the division raised $9,156. Alan Warden and Larry Edwards from the University of Missouri Columbia were chair and co-chair of the CONSTRUCTION division and their division raised $8,787. Another husband and wife team, Raphael and Sharon Dorr from Julie's Studio, chaired the METROPOLITAN division raising $7,098.

The PROFESSIONAL division raising $42,950, was chaired by Dr. Robert McDavid of Moxie Health Associates and Dr. Vincent Duruchemi from Columbia Surgical Associates. From the Columbia Board of Education, James Ritter and Owen Jackson chaired the division of SCHOOLS AND COLLEGES which raised $34,640. Local GOVERNMENT including state, county and city was chaired by Phyllis Hardin from the City Manager's Office and Ray Beck, the City Manager. Once again this division displayed outstanding leadership and commitment to the campaign by reaching the highest percentage over goal with $26,434. Robert Smith from the University of Missouri Hospital & Clinics and John O'Shaughnessy from Boone Hospital Center led the division of COMMUNITY SERVICE by raising $18,269. The UNIVERSITY OF MISSOURI- COLUMBIA division was led by Gary Smith and Milton Olick, and their results, $173,135, were announced at the University awards ceremony. Paul Pepper from KOMU-TV once again chaired the RESIDENTIAL division raising $20,223. Finally, the COMBINED FEDERAL CAMPAIGN which is conducted among federal employees was chaired by Robert Duncan from the office of Social Security Administration and co-chair this year was Don Bay from the Statistical Reporting Service. The amount raised by this division for United Way was $28,564. The total amount raised which is shared by other participants was $56,941.

Those divisions reaching 100% or more of their goal were: MAJOR FIRMS-101%; LARGE BUSINESS-121%; SCHOOLS & COLLEGES-115%; GOVERNMENT-122%; COMMUNITY SERVICES-115%; COMPANIES-107%; AGENCIES-116%; CHURCHES-109%; FUNDRAISER-123%; UNITED WAY-114%.
Bronze Award

Deep appreciation and gratitude is extended to the following Columbia firms and individuals who have contributed outstanding support to the 1985-86 United Way of Columbia Campaign:

Albert Buick Honda
James D. Alyea, M.D.
Atkins Corporation
B.D. Simon Construction
Benton Hecht Moving & Storage
Boone County National Bank
Boyce & Byrum Pathology Lab Inc.
Brown, Wilbrend & Simon
Cal-Type Office Equipment, Inc.
Centerre Bank
Central Bridge
Central Missouri Aviation
Central Office Equipment
Century State Bank
Columbia Auto Parts
Columbia Companies
Columbia Daily Tribune
Columbia Foods
Columbia Regional Hospital
Commerce Bank
Epple Construction
First National Bank & Trust
GET
Bruce J. Gordon, M.D.
Harold C. Johnson Companies
John Hovey, M.D.
IBM Corporation
J.C. Penney Company
Joe Machens Ford
KFRU Radio
KMI-Z-1Y
K Mart
Jerry D. Kennett, M.D.
Legend Olde, Cadillac
Legend Toyota
Los Banditos
M & M Hiway & Material Company
Media Graphics
Mehle Enterprises (McDonald's)
Memorial Funeral Home
Memorial Park Cemetery
MFA Incorporated
MFA Oil
Robert McDavid, M.D.
Midstate Distributing Co.
Miller Dental Associates
Missouri Store Company
Missouri Telephone Company
Montgomery Ward
Neste's
Nowell's
Oliver, Walker, Carlton, and Wilson
Payless Cashways
Pepsi-Cola Bottling Company
Perry Chevrolet
Philips & Co.
Ramada Inn
Riter Supply
Richardson Bass Construction
Garth Russell, M.D.
Vincent Gurucharri, M.D.
Scheffler Enterprises (McDonald's)
Sears
Secede Mfg
Shelter Insurance Companies
Silvey Insurance Company
Smith, Lewis & Beckett
Square D
State Farm Insurance Companies
Taco Bell Restaurants
Three M
Toastmaster
Tri Com Corporation
Union Electric (Columbia)
United Parcel Service
University Chrysler
Williams-Keepers
John Wilson, M.D.

Gold Award

The United Way Gold Award recognizes those employees who have given the highest support per capita in the 1985-86 Campaign:

Albert Buick Honda
Atkins Corporation
Benton Hecht Moving & Storage
Bobby Bfuord Restaurant
Boone County National Bank
Burger King (Broadway)
Burger King (Bue. Loop)

Silver Award

United Way Silver Award is given in recognition to those employees with the second highest level of per capita giving in the 1985-86 Campaign:

American Air Filter
American Food Management
BHN Advertising
Boone Clinic
Boone Hospital Center
Columbia Companies
Columbia Foods
Columbia Public Schools
Columbia Regional Hospital
Extrusion Technologies, Inc.
Golden Corral Family Steakhouse
J.C. Penney Company
MFA Exchange
Riback Industries
Rust & Martin
Schucks
Union Electric Fulton
University of Missouri-Columbia
Administration Region
Hospital & Clinic Region
Retirees Region
University Wide Region
Van Dykes Furniture
Agency Relations

United Way. Thanks to you...it works...for all of us in Columbia. The local community is not "thee," it is all of us. The purpose of United Way is to help the local community by assisting in providing the human services that are needed. The Agency Relations Committee is an integral part of the United Way process. Through this group, and the four Allocations Panels (some 50 volunteers), decisions are made with respect to how much support each member agency will receive from the United Way during a particular year. In addition, the Agency Relations Committee maintains contact with all the member agencies throughout the year. Finally, Agency Relations receives applications from agencies desiring to become members of the United Way of Columbia, and makes recommendations to the United Way Board regarding those applications.

Sincere appreciation is expressed to the Panel Chairpersons and the volunteers who contributed their expertise and time. Thanks to you...it really does work for all of us. And the real reason that United Way works for us is because YOU work for United Way.

The end result of the campaign is the Allocations process which decides how to distribute the money based on the needs and services provided by all 27 agencies. The Agency Relations Committee begins the process in September when member agencies are asked to submit a budget request along with detailed information about their agency and services they provide. In November, volunteers are recruited to serve on panels which will review the agencies' requests. In January, the volunteers visit the member agencies to get "first hand" information about the respective agencies. In late January, the member agencies make formal presentations to the panels, after which the panels recommend an allocation to each agency. The Agency Relations Committee reviews the recommendations of all panels and makes a final allocation recommendation for each member agency to the United Way Executive Committee. Final approval of agency allocations is then made by the United Way Board of Directors.

Another function of the Agency Relations Committee is to review requests from agencies seeking membership in the United Way.

The four panels and the volunteer members for 1985-86 are: Health, Education & Coordinating Services, Sandra Schubert, Chair with panel members including Billie Coehehe, Kris Offut, Willard Ward, Paul Gillanpey, Don Bay, Chet Stall and Ginger Richardson. Counseling, Rehabilitation & Emergency Services, Mike Sanford, Chair with panel members including Vierki Burton, Eryln Mitchell, Act Eliver, Fatsy Dalton, Diane Skosars Magrath, Ray Jones and Suzanne Holland. Recreation & Character Building, Otis Jackson, Chair with panel members including John Allen, Robin Ambruster, Doug Meible, Gerry Therien, Jim Balzer, Jan Grossman and Keith Bosch. Day Care & Residential Treatment Services, Elmor Arandt, Chair with panel members including Norman Lumpton, Rob Gerding, Mike Little, Owen Jackson, Eloise Salee, Murrielle Battle and Terrie McGruder.

We wish to express our deepest appreciation to all panel chairs and members for their commitment of time and talent in this vital process.
### Allocations to Agencies

The 27 United Way of Columbia member agencies were allocated a record amount of $632,396 for 1986.

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>1985</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advent Enterprises, Inc.</td>
<td>17,000</td>
<td>18,000</td>
</tr>
<tr>
<td>American Red Cross</td>
<td>64,000</td>
<td>64,000</td>
</tr>
<tr>
<td>Boone County Association for Retarded Citizens</td>
<td>5,000</td>
<td>5,500</td>
</tr>
<tr>
<td>Boone County Council on Aging</td>
<td>10,000</td>
<td>11,000</td>
</tr>
<tr>
<td>Boy Scouts of America</td>
<td>39,000</td>
<td>39,000</td>
</tr>
<tr>
<td>Camp Fire, Inc.</td>
<td>12,500</td>
<td>13,000</td>
</tr>
<tr>
<td>Cancer Research Center</td>
<td>9,750</td>
<td>7,200</td>
</tr>
<tr>
<td>Central Missouri Food Bank</td>
<td></td>
<td>7,000</td>
</tr>
<tr>
<td>Children's Service Resource Board*</td>
<td>1,500</td>
<td></td>
</tr>
<tr>
<td>Columbia MediGroup</td>
<td></td>
<td>3,000</td>
</tr>
<tr>
<td>Columbia Safety Council</td>
<td>2,500</td>
<td>2,250</td>
</tr>
<tr>
<td>Community Nursery Schools, Inc.</td>
<td>70,750</td>
<td>74,000</td>
</tr>
<tr>
<td>Family Counseling Center</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Family &amp; Children Services</td>
<td>44,800</td>
<td>46,000</td>
</tr>
<tr>
<td>Front Door</td>
<td>5,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Herrinburg Preschool &amp; Day Care Center</td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>Heart of Missouri Girl Scout Council</td>
<td>27,000</td>
<td>27,000</td>
</tr>
<tr>
<td>Jacobs Center, Inc.</td>
<td>50,000</td>
<td>54,000</td>
</tr>
<tr>
<td>Job Center, Inc.</td>
<td>25,000</td>
<td>26,775</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>19,800</td>
<td>21,000</td>
</tr>
<tr>
<td>Mental Health Association in Boone County*</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>Nora Stewart Nursery School</td>
<td>46,500</td>
<td>47,000</td>
</tr>
<tr>
<td>Phoenix House</td>
<td>10,500</td>
<td>11,000</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>32,000</td>
<td>36,000</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>18,000</td>
<td>19,000</td>
</tr>
<tr>
<td>United Service Organization (USO)</td>
<td>146</td>
<td>171</td>
</tr>
<tr>
<td>University &quot;Y&quot; (YMCA-YWCA)</td>
<td>14,500</td>
<td>15,500</td>
</tr>
<tr>
<td>Visiting Nurses Association of Central Missouri</td>
<td>35,800</td>
<td>41,000</td>
</tr>
<tr>
<td>Voluntary Action Center</td>
<td>18,000</td>
<td>20,000</td>
</tr>
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</table>

**TOTAL AGENCY ALLOCATIONS**  
$595,196  $632,396

**United Way of Columbia Admin. Budget Estimate**  
$122,515  $122,173

**United Way of America Dues**  
$7,656  $8,301

Allowance for Uncollectibles at 7%  
$53,495  $57,412

**GRAND TOTAL**  
$769,212  $820,182

**Note:** Since 1982, United Way of Columbia, City of Columbia and Boone County have cooperated in a joint budget proposal form that is used for all agencies making application for funding. Also, the time for submission of the proposals has been coordinated so that the submission date is the same. This effort has reduced administrative costs for those agencies that are requesting funding from all three sources by two-thirds. Continued cooperation of social service planning for Columbia and Boone County will result in better provision of services at the least possible cost.

*No longer a United Way Agency*
Nominating Committee


Thank you

A special thank you to the following businesses and individuals who provided special assistance to the United Way in 1985:

Terry and Bonnie Vache
Roger Saffke
Tom Atkins
Diane McGrath
Shelter Insurance Companies
State Farm Insurance Companies
Boone County National Bank
Columbia Daily Tribune
D Sport
Lari’s Florist
Community United Methodist Church
University of Missouri-Columbia
GTE
Columbia Regional Hospital
Boone Hospital Center
Stephens College
Visiting Nurses Association of Central MO

Thanks to you... it works... for ALL OF US

1985 Professional Staff: Mary Kaye Baumann, Executive Director; Kathleen Strockfuss, Assistant Executive Director; Tony Lewis, Fiscal Manager; Jill Curry, General Office Secretary.
UNITED WAY OF COLUMBIA, INC.

BALANCE SHEETS
December 31, 1985 and 1986

ASSETS

<table>
<thead>
<tr>
<th></th>
<th>1985</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Investments (Note 2)</td>
<td>$331,397</td>
<td>$309,121</td>
</tr>
<tr>
<td>Pledges receivable, 1985-86 campaign (net of allowances for uncollectibles of $30,986)</td>
<td>$54,177</td>
<td>-</td>
</tr>
<tr>
<td>Pledges receivable, 1984-85 campaign (net of allowances for uncollectibles of $80,873 and $50,426 respectively)</td>
<td>6,872</td>
<td>439,112</td>
</tr>
<tr>
<td>Pledges receivable, 1983-84 campaign (net of allowance for uncollectibles of $64,356)</td>
<td>-</td>
<td>11,876</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total current assets</td>
<td>$373,164</td>
<td>$788,443</td>
</tr>
<tr>
<td>Equipment</td>
<td>40,443</td>
<td>31,176</td>
</tr>
<tr>
<td>Net equipment</td>
<td>34,408</td>
<td>27,290</td>
</tr>
<tr>
<td>Total assets</td>
<td>$407,572</td>
<td>$825,832</td>
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</table>

LIABILITIES AND FUND BALANCES

DEFERRED SUPPORT
Public support designated for future period | $730,430 | $673,385 |

Total liabilities and deferred support | $730,430 | $673,385 |

FUND BALANCE

Total liabilities and fund balance | $256,199 | $226,847 |

The Notes to Financial Statements are an integral part of these statements.

UNITED WAY OF COLUMBIA, INC.

STATEMENTS OF SUPPORT, RECEIPT AND EXPENSE AND CHANGES IN FUND BALANCE
Years Ended December 31, 1985 and 1986

PUBLIC SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th></th>
<th>1985</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public support:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges, 1984-85 annual campaign: collections in 1985</td>
<td>$712,448</td>
<td>$734,996</td>
</tr>
<tr>
<td>Receivable at December 31, 1985</td>
<td>32,153</td>
<td>-</td>
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<tr>
<td>Total pledges 1984-85</td>
<td>744,591</td>
<td>734,996</td>
</tr>
<tr>
<td>Less allowance for uncollectibles</td>
<td>48,875</td>
<td>48,875</td>
</tr>
<tr>
<td>Net pledges 1984-85</td>
<td>725,716</td>
<td>734,996</td>
</tr>
<tr>
<td>Pledges, 1983-84 annual campaign (net of allowances for uncollectibles of $64,156 in 1986)</td>
<td>11,684</td>
<td>64,156</td>
</tr>
<tr>
<td>Total public support</td>
<td>737,402</td>
<td>799,152</td>
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<tr>
<td>Other revenues:</td>
<td></td>
<td></td>
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<tr>
<td>Interest income</td>
<td>15,177</td>
<td>20,574</td>
</tr>
<tr>
<td>Miscellaneous revenues</td>
<td>-</td>
<td>8</td>
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<tr>
<td>Total public support and revenue</td>
<td>752,579</td>
<td>820,727</td>
</tr>
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</table>

ALLOCATION AND EXPENSE

<table>
<thead>
<tr>
<th></th>
<th>1985</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocated to agencies</td>
<td>593,156</td>
<td>529,753</td>
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<tr>
<td>Due to national organization</td>
<td>7,656</td>
<td>6,923</td>
</tr>
<tr>
<td>Functional expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund raising</td>
<td>40,870</td>
<td>40,073</td>
</tr>
<tr>
<td>Salaries and agency relations</td>
<td>6,330</td>
<td>6,650</td>
</tr>
<tr>
<td>Planning and evaluation</td>
<td>2,100</td>
<td>1,907</td>
</tr>
<tr>
<td>Management and general</td>
<td>371,100</td>
<td>312,582</td>
</tr>
<tr>
<td>Total allocation and expense</td>
<td>715,420</td>
<td>593,402</td>
</tr>
<tr>
<td>Excess of public support and revenue over allocation and expenses</td>
<td>3,156</td>
<td>8,325</td>
</tr>
<tr>
<td>Fund balance, beginning</td>
<td>125,957</td>
<td>128,842</td>
</tr>
<tr>
<td>Fund balance, ending</td>
<td>$129,113</td>
<td>$137,167</td>
</tr>
</tbody>
</table>

The Notes to Financial Statements are an integral part of these statements.
UNITED WAY OF COLUMBIA, INC.

STATEMENTS OF FUNCTIONAL EXPENSES
Years Ended December 1985 and 1984

<table>
<thead>
<tr>
<th></th>
<th>Fund Raising</th>
<th>Agency Relations</th>
<th>Planning and Evaluation</th>
<th>Management and General</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$29,537</td>
<td>$4,028</td>
<td>$1,243</td>
<td>$32,222</td>
<td>$67,130</td>
</tr>
<tr>
<td>Employee health benefits</td>
<td>312</td>
<td>42</td>
<td>14</td>
<td>342</td>
<td>710</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>2,068</td>
<td>282</td>
<td>24</td>
<td>2,254</td>
<td>4,698</td>
</tr>
<tr>
<td><strong>Total salaries and related expenses</strong></td>
<td><strong>31,917</strong></td>
<td><strong>4,352</strong></td>
<td><strong>1,451</strong></td>
<td><strong>34,818</strong></td>
<td><strong>72,538</strong></td>
</tr>
<tr>
<td>Professional fees</td>
<td>693</td>
<td>95</td>
<td>32</td>
<td>755</td>
<td>1,575</td>
</tr>
<tr>
<td>Office supplies</td>
<td>440</td>
<td>60</td>
<td>20</td>
<td>479</td>
<td>999</td>
</tr>
<tr>
<td>Campaign supplies</td>
<td>1,255</td>
<td>171</td>
<td>57</td>
<td>1,371</td>
<td>2,854</td>
</tr>
<tr>
<td>Telephone</td>
<td>1,355</td>
<td>185</td>
<td>62</td>
<td>1,478</td>
<td>3,080</td>
</tr>
<tr>
<td>Postage</td>
<td>480</td>
<td>65</td>
<td>22</td>
<td>523</td>
<td>1,090</td>
</tr>
<tr>
<td>Occupancy</td>
<td>2,040</td>
<td>278</td>
<td>93</td>
<td>2,226</td>
<td>4,637</td>
</tr>
<tr>
<td>Utilities</td>
<td>425</td>
<td>58</td>
<td>19</td>
<td>464</td>
<td>966</td>
</tr>
<tr>
<td>Insurance</td>
<td>873</td>
<td>119</td>
<td>40</td>
<td>952</td>
<td>1,984</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>46,879</strong></td>
<td><strong>6,392</strong></td>
<td><strong>2,132</strong></td>
<td><strong>51,142</strong></td>
<td><strong>106,545</strong></td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,038</td>
<td>6,038</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$46,879</strong></td>
<td><strong>$6,392</strong></td>
<td><strong>$2,132</strong></td>
<td><strong>$57,180</strong></td>
<td><strong>$112,583</strong></td>
</tr>
</tbody>
</table>

Note 1. Summary of Significant Accounting Policies

Pledges and Related Expenses:
Annual campaigns generally begin in September to raise support for allocations to member agencies in the subsequent calendar year. Campaign production (pledges), campaign expenses and any advance payments to member agencies are deferred for recognition as revenue or expenses in the calendar year of allocation to agencies. Pledges are reported in the balance sheet as received, and allowances are provided for amounts estimated to be uncollectible.

Equipment:
Donated equipment is recorded at appraisal value. Purchased equipment is recorded at cost. Expenditures which significantly extend the useful lives of existing assets are capitalized. Repair and maintenance costs are charged to current operations.

Depreciation is provided by applying straight-line rates to the estimated useful lives of equipment of from three to seven years.

Income Tax Status:
The Internal Revenue Service has ruled that the Organization is not subject to tax under present income tax law.

Note 2. Cash and Investments
Cash and investments consists of the following at December 31:

<table>
<thead>
<tr>
<th>1985</th>
<th>1984</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total bank checking accounts</td>
<td>$30,107</td>
</tr>
<tr>
<td>Total bank savings accounts</td>
<td>261,318</td>
</tr>
<tr>
<td>Total certificates of deposit</td>
<td>46,787</td>
</tr>
<tr>
<td>Total cash and investments</td>
<td>$332,207</td>
</tr>
<tr>
<td>Cash and investments, 1985-86 campaign</td>
<td>$196,405</td>
</tr>
<tr>
<td>Cash and investments, 1984-85 campaign</td>
<td>-</td>
</tr>
<tr>
<td>Corporate operating reserve</td>
<td>135,802</td>
</tr>
<tr>
<td>Total cash and investments</td>
<td>$332,207</td>
</tr>
</tbody>
</table>

Note 3. Leases
The United Way of Columbia occupies office space under a lease agreement that expires on December 31, 1986. Minimum rental payments required under the lease from January 1, 1986 to expiration total $4,927. The monthly rent will be adjusted every year for cost of living increases.