Columbia Area United Way
Annual Report 1986
Reflections of the President...

Leonard F. Scheffler
President of the Board
1986-87

March 31, 1987

As my term as President draws to a close, I would like to thank everyone who worked so hard to make this another successful year for the Columbia Area United Way. Jack Cox and Jim Ritter ran an exceptional campaign, raising a record $890,000, 103% of our goal. They would be the first to agree that their job was made a lot easier as a result of the positive publicity generated for the campaign by the Communications Committee chaired by Dave Duffy. Once again Dick Bowdy headed up the difficult allocation process, difficult because there are never enough dollars to accommodate all of the agency needs; yet Dick and the allocations panels ensured that the allocations were made expeditiously and in as fair and impartial a manner as is humanly possible.

I would like also to thank the long range planning task force chairmen for their work in plotting the future course for our Columbia Area United Way. Special committees were chaired by Jerry Breuder, Cliff Custin, Dave Duffy, Art Oliver and Jim Ritter.

Of course, any “Thank You” would be incomplete without acknowledging the dedication and hard work of the United Way staff. Mary Kaye Baumann and her assistants really are the keep United Way working every day throughout the year...for all of us.

The year brought some significant changes and developments in the United Way process. In order to more accurately reflect the service area of our member agencies, the Board voted to change our name from the United Way of Columbia to the Columbia Area United Way. This name change will enable future campaign organizations to expand fund raising efforts to a larger population base than the city of Columbia.

The first “venture funds” were granted during the year and through this new program special funding was provided to the Community Playground-Fun City, the Community Garden Coalition and Job Center’s Youth Enterprise Program. Through our venture funding program, United Way is able to provide assistance for worthwhile special projects (on a case by case basis) which have not been funded through the normal allocations process.
Long range planning committees were established to help set our direction for the future. Committees were established in these areas: United Way facility; personnel policies; financial planning; by-laws and Second Century Initiative. Already, as a result, we have updated the by-laws and upgraded staff salary ranges and benefits. 1987 marks the beginning of the second century of the United Way concept. The United Way of America has set two broad goals for its Second Century Initiative:

1. Make a dramatic leap forward in service by building a United Way system that is even more open and caring five years from now than it is today.

2. Double United Way capacity in volunteers and financial resources over the next five years.

Clearly, with the current downward trend in funding of social services at all levels of government, our United Way effort will become more and more vital to the maintenance of adequate services for our community. By working toward achieving the goals set forward in the Second Century Initiative, we will have the elements in place to meet these ever increasing needs.

Once again, thanks to you all: the Board of Directors, particularly the officers and members of the Executive Committee (Past President Dick Morgart, Vice President Jerry Brauder, Treasurer Cliff Custin, Secretary Art Oliver, Campaign Chairman Jack Cox, Co-Campaign Chairman Jim Ritter, Agency Relations Chairman Dick Dowdy and Communications Chairman Dave Duffy); the campaign cabinet; the allocations panels; the staff; all of the volunteers and most of all the United Way agencies.

Here's to a great Second Century.

Sincerely,

Leonard P. Scheffler

Columbia Area United Way 1986–87 Board of Directors

United Way Board members are recruited to serve a three year term and may serve a second three year term.

Representation on the United Way Board attempts to recognize all segments of the community and provides the leadership for making decisions that enable the Columbia Area United Way to achieve its mission of providing an organized capacity for people to care for each other.

Leonard P. Scheffler, President
Scheffler Enterprises

Gerald F. Brauder, Vice President
University of Missouri Columbia

Jack Cox, Campaign Chairman
Boone County National Bank

James R. Ritter, Campaign Vice Chairman
Columbia Public Schools

Richard F. Dowdy, Agency Relations
University of Missouri Columbia

David Duffy, Communications
Memorial Funeral Home

Art Oliver, Secretary
Oliver, Walker, Cieligen & Assoc.

Cliff Custin, Treasurer
State Farm Insurance Companies

Richard E. Morgart, Past President
GTE

Ellis Arndt
Action Realty

Thomas E. Atkinson
Atkinson Corporation

Robert Bailey
University of Missouri Columbia

Mary Battle
West Junior High School

Ray Beck
City of Columbia

Carlos Fernandez
KMIZ TV

Bert Ferrer
Boone County National Bank

Phyllis Fuji
City of Columbia

Ed Gembler
First National Bank

Tom Gray
KZON TV

Gary Greenstein
The Insurance Group

Ellis Jackson
University of Missouri Columbia

Joseph L. Korbajski
Veterans Affairs Hospital

Diana Magrath
St. Philip's College

Jerry McBay
State Farm Insurance

Robert McDavid
Boone's Health Associates

Vic Chappell
Shelter Insurance Companies

John O'Shaughnessy
Boone Hospital Center

Justin Perry
Perry Chevrolet

Jack Pettit
Shelter Insurance Companies

Richard Rathgeb
Center Bank

James B. Reynolds, M.D.
Boone Clinic

Chris Richardson
Square D Company

Donald Rutenber
Columbia College

Patray Tampoun
Stephens College

Robert Smith
EMC Hospital and Clinic

John Williams, D.V.M.
Kenton Animal Hospital

Jenet Bright
Retiring Board Members 1987

Our sincere thanks is extended to those Board Members who retire in 1987. Their commitment and dedication have continued that noble effort begun in Columbia in 1954. Their contributions of time and talent are very much appreciated.

Tom Atkins 1981-1987
Ed Gembler 1984-1987
Tom Gray 1981-1987
Joe Kurzejewski 1984-1987
Richard Rathgeb 1981-1987
James A. Reynolds 1981-1987

Communications 1986-87

Chairman by David Duffy of Memorial Funeral Home, members of the Communications Committee for 1986-87 included: Gene Bausmann and Jean Madden of Shelter Insurance Companies, John Blakemore with BBM Advertising, Bill Weaver and Don Donovan with KFRU Radio, Carlos Fernandez of KMIZ TV, Al Germond with KARO Radio, Tom Gray and Charlyn Law from KMIZ TV, Ed Heins with the Columbia Missourian, and Frank Holt with the Columbia Daily Tribune.

The communications committee is a vital part of the United Way organization. They not only function during the campaign but are also at work the rest of the year. They plan, create, and execute a variety of projects.

The first item on the agenda for the 1986-87 year when they met for the first time in July was to develop a theme for this year. They had a dual objective as this year marks the beginning of celebration of the United Way Centennial (1887-1987) that needed to be mentioned as well as incorporating the national film theme “Love Is All We Need” starring John Denver. After discussion, "Your Love Connection Is United Way" was added.

Gene Bausmann, provided the artwork for the montage of Columbia landmarks that appeared on the front of 35,000 brochures that would find their way into hands throughout the community.

Working together as a team, KOMU TV, KMIZ TV, KFBU Radio, KARO Radio, Columbia Daily Tribune and the Columbia Missourian combined forces to create a public service campaign. Using the "Love Is All We Need" theme, KOMU's Charlyn Law produced television spots that featured her lovely granddaughter Sarah Law and Sarah's mother Elaine Law.

These public service announcements were seen on KOMU TV & KMIZ TV throughout the campaign. KMIZ, in addition to running these spots, produced 10 second ID's that featured United Way volunteers and ran them on a regular basis. Both stations produced a shared ID which stated, "We Support United Way."

Simultaneously, KFRU and KARO were using the same copy as used for the television spots. Numerous interviews were done by all media including KCMQ and the Group W Cable TV talk show.

The print media did their part by running a public service spot that featured two hands touching that listed all agencies on a rotating basis that was developed under the direction of Ed Heins of the Missourian.

Coordinating the Press Luncheon was the next item to be tackled by the committee. Shelter Insurance Companies graciously agreed to once again host the luncheon for all the members of the media. The only event of its kind in Columbia, it is an effort to say thank you to those men and women of the press who help tell the United Way story.

Next on the agenda was planning the Kickoff for the 1986-87 campaign. The popular game show "Wheel of Fortune" was selected. Wonderful prizes would be offered but the winning contestant would, instead, select the United Way agencies. While John Blakemore wrote the script, Tom Gray was building and painting the "United Way Wheel of Fortune" with some assistance from the Columbia Entertainment Company.

The night of the big event studio panels, created by Gene Bausmann, were given to each guest with a number to be eligible for door prizes contributed by Boone County National Bank.

With everything in place the cast and crew were assembled. Andy Tutlin from KCMQ provided the commentary and John Blakemore, alias Pat Sajak, and Cindy Merler, alias Vanna White, opened the show. To the delight of the "studio audience," the contestants for the evening included Dave Mechem from Pi Kappa Fraternity as Ed Griesly, Patay Dalton from Boone Hospital Center as Grenelda Thurman and Jack Cox as himself. The sound system and engineers were provided by Academic Support from the University of Missouri Columbia.
The "Wheel of Fortune" idea will be remembered as one of the best for campaign kick-offs. It developed an initial enthusiasm and generated the momentum from the kick-off carried throughout our campaign. The Communications Committee and all those involved with the kick-off deserved a standing ovation. I would also like to thank the Communications Committee and all of the media in Columbus who continually support the United Way.

The 1986 Campaign Cabinet was composed of 25 dedicated community servants whom I would like to publicly thank for their efforts. The Campaign Chairman and Cabinet receive such recognition that must be shared with others. There are hundreds of persons working on our campaign who have received no formal recognition and all of those deserve a special thanks.

As the 1986 campaign got into high gear, there were two groups that bore very much responsibility for the year's results—the United Way staff and the Loaned Executives.

The United Way staff is composed of four full-time individuals who live and breathe United Way seven days a week, 365 days a year. Their organization and persistence is one of the reasons why we have made our goal for ten consecutive years.

The Loaned Executives deserve much of the credit for the success of the 1986 campaign. They opened new doors and broadened our base of support for the United Way. I commend those eight individuals and their employers who donated their time to make our campaign successful. The Loaned Executive program is a special experience which not only benefits the United Way but helps the individual participants develop leadership and sales skills. As these executives return to their jobs, they take with them not only a commitment to the United Way but added skills that will help them in their jobs. Thank you 1986 Loaned Executives.

One new development in the 1986 campaign which, if continued and developed properly over the next few years, will have a major long lasting impact on future campaigns is volunteer recruitment. We began this year actively seeking out volunteers from all parts of our community to help with the campaign. We had success with volunteer recruitment this year and we must continue to broaden our base of volunteers in future years.

December 16, 1986. In case you have forgotten, that's the day we went over our goal and painted the United Way sign to 101%. The campaign continued and by year-end we had raised in excess of $90,000 which was $30,000 over our goal and $70,000 over the previous year's record.

The numbers were terrific this year, but let's not forget where the United Way funds go. I salute our 27 agencies and the work they are doing for our community and neighbors. Their effective and efficient delivery of services to our community is what the United Way is all about. Their work makes the campaign much easier and the campaign allows them to do their work. What a partnership!

Thank you, Columbus Area United Way, for the honor and privilege of being your Campaign Chairman. I will long remember this year's involvement in the United Way Campaign. Join with me in pledging your support and help to Jim Ritter, next year's Campaign Chairman, to make 1987 another record year.

The Pacemakers (selected businesses and organizations who conduct their campaign before the community wide kickoff) did an excellent job this year and really set a good pace for the community to follow. Pacemakers for the 1986-87 campaign included employees of United Way Agencies and United Way Central Office, Boone County National Bank, Centenera Bank, United Way Board of Directors, Mid-Missouri Red Cross Blood Center and the Residential Campaign. The total of these early campaigns was $50,356 which was a good start toward a goal of $80,000.

Throughout the community employees of companies and organizations served as volunteer fundraisers. Employer publications such as Pony Express—State Farm Insurance, Contact—Shelter Insurance, Mirrors Weekly and many others ran articles of the involvement of their companies and fellow employees. Agency tours were conducted by Lydia Cool of the Visiting Nurses Association who served as a volunteer for United Way. Around 250 persons visited the agencies to see firsthand where the money would go.

Creative and innovative ideas were in abundance during the length of the campaign. In some companies, in addition to the traditional solicitation, there were drawings for door prizes from all Fair Share gives with drawings for gifts from the names of all who gave. Some companies offered a Fair Share holiday while others had
Halloween costume contests and chili dinners. Handmade posters were face for some while others had the opportunity to put a pie in the face of their boss. A traditional "finale rally" announced results while others painted a goal sign in front of their company. John Denver sang and talked about United Way hundreds of times.

Each inch of paint represented the effort of many. There was 100% participation in many companies and organizations and high numbers of fair share givers.

The activities that took place during this campaign year were as diverse as the companies who held them. The common thread that bound everyone together was to help improve the quality of life for the Columbia area. Along the way, new friendships were formed, new skills were learned and an organized way of taking care of each other was reinforced—the United Way.

Campaign Cabinet 1986–87

The Combined Federal Campaign, which is the campaign conducted among federal employees, kicked off at the Veterans Administration Hospital with enthusiasm. The Hickman High School band members provided rousing musical numbers and the Blind Boone Grill team executed precision drills. Postmaster Nathan W. Henderson delivered encouragement for a successful campaign.

Organized Labor, both within companies and independent contractors, made a positive statement in support of the community through United Way by participation and involvement. Unions involved included Carpenters Local #9725, Public Service Employees Local Union #65, Sheet Metal Workers Local #36, Communication Workers of America, International Brotherhood of Electrical Workers #257, American Postal Workers Union #136, National Association of Letter Carriers #763 and the Central Missouri Labor Council.

Results of early morning report meetings were chronicles of the community progress sign at Shelter Insurance.

Shelter Insurance Companies. The leadership of these individuals produced $419,860 or 110% of their divisional goal.

The Large Business division was chaired by Evelyn Mitchell and David Young. Evelyn is with GTE and David is with JN. This division is staffed entirely by the Loaned Executives. The combination of excellence in management and the Loaned Executives produced the largest percentage over goal at 111% with a dollar amount of $82,478.

The Automotive division was chaired by Fred Moore of University Chrysler. This division includes not only the new and used business but also parts and service related to the automotive area. A total dollar amount of $12,914 gave this division 82% of goal.

Finance, Brokerage, Real Estate and Insurance division was chaired this year by Clark Hanks of Prudential. His recruitment of volunteers to assist him spanned all of the areas in this division. His team contributed $11,172 to the effort and reached 79% of their goal.

Chaired by Ernie Daeh of Biscock supply, the Construction & Organized Labor division raised $13,049 for 77% of their goal. Representatives from all areas of the division from builders to suppliers, engineers and organized labor assisted him in this effort.

Ralph Door of Julie's Studio assumed the chairmanship of the Metropolitan division. This division is one of the largest in terms of total people to be contacted. Most of the businesses within this area are smaller in size but have few employees. Geographically, they are located throughout the community. The Metropolitan Division produced a dollar amount of $1,652 and attained 55% of goal.

Sue Ann Barton, Janet Wright and Jack Waters of the Tribune provided the leadership for the Professional division. They were assisted by various individuals within each of the sections of this division and attained a dollar amount of $40,519 for 81% of their goal.

The Schools and Colleges division was chaired by Dawn Jackson and Gene Huff, both of Columbia Public Schools. This division includes the Columbia Public School system as well as Columbia College and Stephens. A new addition this year was participation by the Harrisburg Public Schools. The attained dollar amount was $35,219 for 99% of goal.

The Government division chaired by Phyllis Hord of the City of Columbia, includes local government employees of state, county and city. Their traditional support for United Way continued this year producing a dollar amount of $26,173 which represents 95% of their goal.

Robin Ambruster of Columbia Regional Hospital and Steve Wainstock of Boone Hospital Center chaired the Community Services division. This division, the non-profit sector of the community, includes the employees of all the United Way agencies. Their continued support for United Way demonstrates their commitment to improving the quality of life in this community. The dollar amount produced by this division was $20,629 or 102% of goal.
The University of Missouri - Columbia campaign was chaired by Howard Kincard of UMHC Hospital and Clinics and Chancellor Barbara UEling served as Honorary Chairperson. Six regions comprise the organizational structure of the University campaign. Academic I was chaired by Don Hemb - Business & Public Administration. Don McColahan - Music Department served as chair for the Academic II Region. The Administrative Region was chaired by Dick Otto - Financial Planning and Don Stamper - Emergency Services for UM Hospital and Clinics led the Hospital and Clinics Region. Emmet Klinker - Purchasing Services chaired the UM Region and Robert Daniel, Professor Emeritus - Department of Psychology was responsible for the Retiree Region. The combined efforts of these individuals along with many other volunteers throughout the University raised $174,161 and achieved 101% of goal.

Paul Pepper of KOMU TV once again served as chairman of the Residential division. This division coordinates, at their home, only those individuals who are retired. All other individuals in the community are solicited at their place of employment. This division raised $22,072 and reached 105% of goal.

The Combined Federal Campaign is the campaign conducted among federal employees and is in behalf of United Way and other agencies. The campaign is conducted under regulations issued by the Federal Government, and are subject to changes each year. Providing the leadership for CFC this year were Bob Duncan of the Social Security Administration and Don Bay with Missouri Agricultural Statistical Office. The United Way portion of the Combined Federal Campaign was $29,915 which is 105% of goal. The total amount raised in the CFC was $61,358 which also exceeded the total goal.

All division chairs and co-chairs worked hard to achieve the final total of $800,025 or 103% of goal. Each contributed to the total success of the campaign. The teamwork and dedication of these individuals combined with the generosity of the community made it happen once again. Thank you all because thanks to you...it really does work for all of us.

Gold Award
The United Way gold award recognizes those employees who have given the highest support per capita in the 1986-87 campaign.

Albert Buick Honda
ARA Campus Dine Service
Atkins Corporation
Boone County National Bank
Boyce & Bynum Pathology Lab., Inc.
Burger King (Bus. Loop)
Burger King (Mal)
Case Power & Equipment
Cen ter Bank
Central Office Equipment
City of Columbia
Columbia Daily Tribune
Columbia Foodes
Combines Communication Services
Commer Bank
Cooper Travel
Daniel Boone Regional Library
Edward O. Jones & Company
Engineering Surveys & Services
Extraodin Technologies, Inc.
Golden Corral
GTE
IBM Corporation
Joe Machens Ford
KMBZ-TV
Media Graphics/Add Sheet
Mile Enterprises-Bleichr
Mile Enterprises-Lowry
MFA Incorporated
MFA Oil Company
Mid Missouri Red Cross Blood Center
Parker Hannifin
Pepsi Cola Bottling Company
Perry Cerro
Ramada Inn
Riebe Supply
Richardson Bass Construction
Garth Russell, M.D.
Scheffler Enterprises
Sears
Scientific Manufacturing
Shelter Insurance Companies
Silvey Company
Smith, Lewis & Beckett
Square D Company
State Farm Insurance Companies
Taco Bell Restaurants
Target
Temple Stephens
Toasteda
Tri Con Corporation
Union Electric - Columbia Gen Division
United Parcel Service
Uniroyal
Wal-Mart #80
Wal-Mart #651
Waters Printing Company
Watlow-Columbia, Inc.
Williams-Keppers
Johnson & Wilson, M.D.
Yellow Freight System

Bronze Award
Deep appreciation and gratitude is extended to the following Columbia firms and individuals who have contributed outstanding support to the 1986-87 Columbia Area United Way campaign.

Albert Buick Honda
Atkins Corporation
Bass, C. Bassow, M.D.
B. R. Simon Construction
Benton Necht Moving & Storage
Boone County National Bank
Boyce & Bynum Pathology Lab., Inc.
Brown, Willbrand & Simon
Cen ter Bank
Central Bridge
Central Missouri Aviation
Central Missouri Labor Council
Central Office Equipment
Century State Bank
Columbia Auto Parts
Columbia Companies
Columbia Daily Tribune
Columbia Foodes
Columbia Regional Hospital
Combed Communication Services
Commer Bank
Cowan, R. Cogg, M.D.
Dillard's Department Store
Epple Construction
First National Bank
Bruce J. Gordon, M.D.
GTE
J. C. Penney
Joe Machens Ford
Katy Station
Jerry D. Kennett, M.D.
KFRU Radio
K-Mart
KMIZ-TV
Legend Olds Cadillac
Legend Olds Toyota
Los Bandidos
Media Graphics/Add Sheet
Mile Enterprises
Memorial Funeral Home
Memorial Park Cemetery
MFA Incorporated
MFA Oil Company
Mid State Distributing
Miller Dental Associates
Missouri Bus Services
Missouri Telephone Company
Montgomery Ward
Nowell's
Oliver, Walker & Associates
Gerald G. Orth, M.D.
Payless Cashways
Pepsi Cola Bottling Company
Perry Cerro
Ramada Inn
Riebee Supply
Richardson Bass Construction
Garth Russell, M.D.
Scheffler Enterprises
Sears
Scientific Manufacturing
Shelter Insurance Companies
Silvey Company
Smith, Lewis & Beckett
Square D Company
State Farm Insurance Companies
Taco Bell Restaurants
Target
Temple Stephens
Toasteda
Tri Con Corporation
Union Electric - Columbia Gen Division
United Parcel Service
Uniroyal
Wal-Mart #80
Wal-Mart #651
Waters Printing Company
Watlow-Columbia, Inc.
Williams-Keppers
John E. Wilson, M.D.
Yellow Freight System
J-M Company

IBM Corporation
Silver

The silver award is presented to those agencies who achieved the second highest per capita giving in the 1986-87 campaign.

Cancer Research Center
Columbia Safety Council
Family Counseling Center
Front Door

Loan Executives 1986

1977 marked the first year of a new idea for Columbia United Way called the Loaned Executive Program. The concept was to provide the United Way with additional staff and to provide the participants with personal and professional growth. In the following years the program has expanded to new companies and more participants. The United Way Loaned Executive Class of 1986 added 8 more individuals to the list for a total of 63 who are alumni of this program.

After a 4 day intensive training session at State Farm Insurance Companies under the very competent instruction of Reggie Turner (L.E. class of ’79) the Loaned Executives reported to the United Way office for their first day of a three week full time experience.

Operating from cramped quarters, with limited resources, a shared table and three phones they began an effort that would end with a greater awareness of self and community.

Each person who has the opportunity to participate in this program works with all segments of the community. They work with the chief executive officers of both large and small companies, conduct employee campaigns and train volunteers. They enhance skills and learn new ones.

An evaluation of the Loaned Executive program from the 1986 L.E.’s brought positive comments citing “personal and professional growth, a rewarding

experience, greater sense of community, more self confidence and an overall good feeling about the opportunity their company gave them.

The 1986 Loaned Executives are a team that represented their company and United Way in the best manner possible. They are now a part of a select group of people who have played a very important role in the history of the Columbia Area United Way.

We wish to express our deepest appreciation to all of the companies that participated in the program and to the 8 outstanding individuals who comprised the Loaned Executive Class of ’86.

Participating companies and Loaned Executives:

Mike Riffel - Boone County National Bank
Paty Dalton - Boone Hospital Center
Cathy Anderson - Carter-Wick Bank
Charles Scheidt - GTE, Connie J. Martin
Shelter Insurance Companies, Andy Kahl - State Farm Insurance Companies, John Celoni - Square D Company, Vivian Patrick - 3M.

United Way Agency Awards

United Way agency employees are among the most generous of all givers. The gold award is presented to those agency employees with the highest per capita giving in the 1986-87 campaign.

Advent Enterprises
American Red Cross
Boone County Association for Retarded Citizens
Boone County Council on Aging
Boy Scouts of America-Creat Rivers Council
Camp Fire, Inc.
Central Missouri Food Bank
Columbia Area United Way
Columbia Medigroup
Community Nursery School
Family & Children’s Services
Harriusburg Pre-School
Jacobs Center
Job Center
Moats on Wheels
Nora Stewart Nursery
Phoenix House
Salvation Army
Transitional Housing
University Y
Visiting Nurses Association of Central Missouri
Voluntary Action Center

Silver

The silver award is presented to those agencies who achieved the second highest per capita giving in the 1986-87 campaign.

Cancer Research Center
Columbia Safety Council
Family Counseling Center
Front Door

Loan Executives 1986

1977 marked the first year of a new idea for Columbia United Way called the Loaned Executive Program. The concept was to provide the United Way with additional staff and to provide the participants with personal and professional growth. In the following years the program has expanded to new companies and more participants. The United Way Loaned Executive Class of 1986 added 8 more individuals to the list for a total of 63 who are alumni of this program.

After a 4 day intensive training session at State Farm Insurance Companies under the very competent instruction of Reggie Turner (L.E. class of ’79) the Loaned Executives reported to the United Way office for their first day of a three week full time experience.

Operating from cramped quarters, with limited resources, a shared table and three phones they began an effort that would end with a greater awareness of self and community.

Each person who has the opportunity to participate in this program works with all segments of the community. They work with the chief executive officers of both large and small companies, conduct employee campaigns and train volunteers. They enhance skills and learn new ones.

An evaluation of the Loaned Executive program from the 1986 L.E.’s brought positive comments citing “personal and professional growth, a rewarding

experience, greater sense of community, more self confidence and an overall good feeling about the opportunity their company gave them.

The 1986 Loaned Executives are a team that represented their company and United Way in the best manner possible. They are now a part of a select group of people who have played a very important role in the history of the Columbia Area United Way.

We wish to express our deepest appreciation to all of the companies that participated in the program and to the 8 outstanding individuals who comprised the Loaned Executive Class of ’86.

Participating companies and Loaned Executives:

Mike Riffel - Boone County National Bank
Paty Dalton - Boone Hospital Center
Cathy Anderson - Carter-Wick Bank
Charles Scheidt - GTE, Connie J. Martin
Shelter Insurance Companies, Andy Kahl - State Farm Insurance Companies, John Celoni - Square D Company, Vivian Patrick - 3M.

United Way Agency Awards

United Way agency employees are among the most generous of all givers. The gold award is presented to those agency employees with the highest per capita giving in the 1986-87 campaign.

Advent Enterprises
American Red Cross
Boone County Association for Retarded Citizens
Boone County Council on Aging
Boy Scouts of America-Creat Rivers Council
Camp Fire, Inc.
Central Missouri Food Bank
Columbia Area United Way
Columbia Medigroup
Community Nursery School
Family & Children’s Services
Harriusburg Pre-School
Jacobs Center
Job Center
Moats on Wheels
Nora Stewart Nursery
Phoenix House
Salvation Army
Transitional Housing
University Y
Visiting Nurses Association of Central Missouri
Voluntary Action Center

Silver

The silver award is presented to those agencies who achieved the second highest per capita giving in the 1986-87 campaign.

Cancer Research Center
Columbia Safety Council
Family Counseling Center
Front Door

Loan Executives 1986

1977 marked the first year of a new idea for Columbia United Way called the Loaned Executive Program. The concept was to provide the United Way with additional staff and to provide the participants with personal and professional growth. In the following years the program has expanded to new companies and more participants. The United Way Loaned Executive Class of 1986 added 8 more individuals to the list for a total of 63 who are alumni of this program.

After a 4 day intensive training session at State Farm Insurance Companies under the very competent instruction of Reggie Turner (L.E. class of ’79) the Loaned Executives reported to the United Way office for their first day of a three week full time experience.

Operating from cramped quarters, with limited resources, a shared table and three phones they began an effort that would end with a greater awareness of self and community.

Each person who has the opportunity to participate in this program works with all segments of the community. They work with the chief executive officers of both large and small companies, conduct employee campaigns and train volunteers. They enhance skills and learn new ones.

An evaluation of the Loaned Executive program from the 1986 L.E.’s brought positive comments citing “personal and professional growth, a rewarding

experience, greater sense of community, more self confidence and an overall good feeling about the opportunity their company gave them.

The 1986 Loaned Executives are a team that represented their company and United Way in the best manner possible. They are now a part of a select group of people who have played a very important role in the history of the Columbia Area United Way.

We wish to express our deepest appreciation to all of the companies that participated in the program and to the 8 outstanding individuals who comprised the Loaned Executive Class of ’86.

Participating companies and Loaned Executives:

Mike Riffel - Boone County National Bank
Paty Dalton - Boone Hospital Center
Cathy Anderson - Carter-Wick Bank
Charles Scheidt - GTE, Connie J. Martin
Shelter Insurance Companies, Andy Kahl - State Farm Insurance Companies, John Celoni - Square D Company, Vivian Patrick - 3M.

United Way Agency Awards

United Way agency employees are among the most generous of all givers. The gold award is presented to those agency employees with the highest per capita giving in the 1986-87 campaign.

Advent Enterprises
American Red Cross
Boone County Association for Retarded Citizens
Boone County Council on Aging
Boy Scouts of America-Creat Rivers Council
Camp Fire, Inc.
Central Missouri Food Bank
Columbia Area United Way
Columbia Medigroup
Community Nursery School
Family & Children’s Services
Harriusburg Pre-School
Jacobs Center
Job Center
Moats on Wheels
Nora Stewart Nursery
Phoenix House
Salvation Army
Transitional Housing
University Y
Visiting Nurses Association of Central Missouri
Voluntary Action Center
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 1986-87 are: Health, Education & Coordinating Services Chet Stoll, Chair with panel members including Charles Andrews, Kris Ofted, Willard Ward, Paul Gillesepy, Don Bay, and Ginger Richardson. Counseling, Rehabilitation & Emergency Services Mike Sanford, Chair with panel members including Karla DeSpain, Gerri Brennan, Art Oliver, Pat Gay Dalton, Robert Smith, Jean Madden and Suzanne Holland. Recreation & Character Building Otis Jackson, Chair with panel members including John Allen, Robin Ambrose, Rick Wise, Nancy Cole, Doug Groeneck, Jan Grossman and Katti Fosch. Day Care & Residential Treatment Services Illinois, Arndt, Chair with panel members including Bob Horn, Bill Cavazzi, Mike Little, Owen Jackson, Cloise Bates, Murial 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 for 1987

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>1986</th>
<th>1987</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advent Enterprises, Inc.</td>
<td>18,000</td>
<td>19,000</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>9,500</td>
<td>7,000</td>
</tr>
<tr>
<td>Boone County Council on Aging</td>
<td>11,000</td>
<td>14,000</td>
</tr>
<tr>
<td>Boy Scouts of America</td>
<td>39,000</td>
<td>39,500</td>
</tr>
<tr>
<td>Camp Fire, Inc.</td>
<td>13,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Cancer Research Center</td>
<td>7,200</td>
<td>7,500</td>
</tr>
<tr>
<td>Central Missouri Food Bank</td>
<td>7,000</td>
<td>13,067</td>
</tr>
<tr>
<td>Columbia MediGroup</td>
<td>3,000</td>
<td>4,500</td>
</tr>
<tr>
<td>Columbia Safety Council</td>
<td>2,250</td>
<td>2,500</td>
</tr>
<tr>
<td>Community Nursery Schools, Inc.</td>
<td>74,000</td>
<td>80,000</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>46,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Front Door</td>
<td>4,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Harrisburg Preschool &amp; Day Care Center</td>
<td>4,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Heart of Missouri Girl Scout Council</td>
<td>27,000</td>
<td>27,500</td>
</tr>
<tr>
<td>Jacoby Center, Inc.</td>
<td>54,000</td>
<td>58,500</td>
</tr>
<tr>
<td>Job Center, Inc.</td>
<td>26,775</td>
<td>30,000</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>21,000</td>
<td>21,500</td>
</tr>
<tr>
<td>Nora Stewart Nursery School</td>
<td>47,000</td>
<td>49,000</td>
</tr>
<tr>
<td>Phoenix House</td>
<td>11,000</td>
<td>12,000</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>36,000</td>
<td>38,000</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>19,000</td>
<td>21,000</td>
</tr>
<tr>
<td>United Service Organization (USO)</td>
<td>171</td>
<td>184</td>
</tr>
<tr>
<td>University YMCA (YWCA-YMCA)</td>
<td>15,500</td>
<td>16,000</td>
</tr>
<tr>
<td>Visiting Nurses Association of Central Missouri</td>
<td>41,000</td>
<td>43,000</td>
</tr>
<tr>
<td>Voluntary Action Center</td>
<td>20,000</td>
<td>24,000</td>
</tr>
<tr>
<td><strong>TOTAL AGENCY ALLOCATIONS</strong></td>
<td><strong>$632,396</strong></td>
<td><strong>$681,751</strong></td>
</tr>
</tbody>
</table>

**United Way of Columbia Admin. Budget Estimate**

- **1986**: $122,173
- **1987**: $135,977

**United Way of America Duos**

- **1986**: 8,201
- **1987**: 8,702

**Allowance for Uncollectibles at 7%**

- **1986**: 57,412
- **1987**: 62,302

**Designations to other United Ways**

- **1986**: 1,293
- **1987**: 1,293

**GRAND TOTAL**

- **1986**: $820,182
- **1987**: $890,025

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.
Thank You

There are many companies and individuals who provide extra assistance to United Way throughout the year. We are very grateful to the following for hosting meetings or contributing in various ways:


Annual Meeting Committee chaired by David Duffy included Gene Baumann, Dan Donovan, Carlos Fernandez, Al Gernand, Tom Gray, Charlyn Law, Jean Hadden and Bill Weaver.

United Way Professional Staff: Mary Kae Baumann - Executive Director, Kathleen Streckfuss - Assistant Executive Director, Tomy Lewis - Fiscal Manager, Ronda Lenzini - Secretary.
<table>
<thead>
<tr>
<th>ITEM</th>
<th>1986</th>
<th>1985</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUBLIC SUPPORT AND REVENUE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public support:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges, 1984-85 annual campaign:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>collections in 1985</td>
<td>$767,257</td>
<td>$ -</td>
</tr>
<tr>
<td>receivable as of December 31, 1985</td>
<td>58,665</td>
<td>58,665</td>
</tr>
<tr>
<td>Total pledges 1984-85</td>
<td>825,922</td>
<td>-</td>
</tr>
<tr>
<td>Less allowance for uncollectibles</td>
<td>53,500</td>
<td>-</td>
</tr>
<tr>
<td>Net pledges 1984-85</td>
<td>772,422</td>
<td>-</td>
</tr>
<tr>
<td>Pledges, 1984-85 annual campaign (net of allowance for uncollectibles of $69,073 in 1985)</td>
<td>719,260</td>
<td>-</td>
</tr>
<tr>
<td>Pledges, 1983-84 annual campaign</td>
<td>-</td>
<td>11,600</td>
</tr>
<tr>
<td>Total public support</td>
<td>772,422</td>
<td>730,860</td>
</tr>
<tr>
<td>Other revenues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>14,782</td>
<td>19,577</td>
</tr>
<tr>
<td>Total public support and revenue</td>
<td>797,205</td>
<td>749,437</td>
</tr>
<tr>
<td>ALLOCATIONS AND EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocated to agencies</td>
<td>638,965</td>
<td>595,186</td>
</tr>
<tr>
<td>Due to national organization</td>
<td>2,902</td>
<td>7,026</td>
</tr>
<tr>
<td>Functional expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund raising</td>
<td>56,603</td>
<td>48,879</td>
</tr>
<tr>
<td>Allocations and agency relations</td>
<td>7,425</td>
<td>6,392</td>
</tr>
<tr>
<td>Planning and evaluation</td>
<td>3,810</td>
<td>2,132</td>
</tr>
<tr>
<td>Management and general</td>
<td>61,007</td>
<td>57,180</td>
</tr>
<tr>
<td>Total allocation and expense</td>
<td>773,897</td>
<td>735,635</td>
</tr>
<tr>
<td>Excess of public support and revenue over allocation and expense</td>
<td>18,308</td>
<td>34,897</td>
</tr>
<tr>
<td>Fund balance, beginning</td>
<td>129,099</td>
<td>134,997</td>
</tr>
<tr>
<td>Fund balance, ending</td>
<td>$147,407</td>
<td>$170,894</td>
</tr>
</tbody>
</table>

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

---

**SOURCES OF CASH**

<table>
<thead>
<tr>
<th>Item</th>
<th>1986</th>
<th>1985</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income of public support and revenue over allocation and expense</td>
<td>$18,716</td>
<td>$34,897</td>
</tr>
<tr>
<td>Change in net cash in the period:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>6,010</td>
<td>6,075</td>
</tr>
<tr>
<td>Cash provided by operations</td>
<td>26,246</td>
<td>40,468</td>
</tr>
<tr>
<td>Increase in deferred support</td>
<td>87,062</td>
<td>53,944</td>
</tr>
<tr>
<td>Total sources of cash</td>
<td>129,845</td>
<td>97,865</td>
</tr>
</tbody>
</table>

**USES OF CASH**

<table>
<thead>
<tr>
<th>Item</th>
<th>1986</th>
<th>1985</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment purchases</td>
<td>5,755</td>
<td>9,768</td>
</tr>
<tr>
<td>Increase in pledge receivables</td>
<td>84,962</td>
<td>70,420</td>
</tr>
<tr>
<td>Increase (decrease) in accounts receivable</td>
<td>9,563</td>
<td>1,450</td>
</tr>
<tr>
<td>Total use of cash</td>
<td>94,252</td>
<td>72,668</td>
</tr>
<tr>
<td>Increase in cash and investments</td>
<td>37,667</td>
<td>23,067</td>
</tr>
<tr>
<td>Cash and investments, beginning</td>
<td>333,007</td>
<td>309,231</td>
</tr>
<tr>
<td>Cash and investments, ending</td>
<td>$350,674</td>
<td>$332,298</td>
</tr>
</tbody>
</table>

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

---

**COLUMBIA MISSOURI AREA UNITED WAY, INC.**

**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Summary of Significant Accounting Policies**

Pledges and Related Expenses:

- Annual campaign generally begins 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 in the year of allocation. Pledges reported in the balance sheets when commitments are received, and allowances are provided for amounts estimated to be uncollectible.

Equipment:

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

Depreciation:

- 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 laws.

**Note 2. Cash and Investments**

- Cash and investments consists of the following at December 31:
  - 1986: $129,845
  - 1985: $129,845
- Total cash and investments: $259,690

**Note 3. Leases**

The Organization operates office space under a lease agreement that expires on December 31, 1987. Minimum rental payments received under the lease from January 1, 1986 to expiration total $72,057. The monthly rent will be abated every year for cost of living increases.

Lease expense for office space amounted to $3,357 in 1986 and 1987.