Reflections of the President...

I am proud to report that the Columbia Area United Way is in excellent condition. It has been my privilege to serve as your President this past year. I would like to share with you some of our successes and some thoughts as we look to the future.

First, the success of any year in the United Way can be measured by the campaign results. Again this year we kept our hitting streak alive by raising in excess of our $980,000 goal. Doug Groebeke, the campaign cabinet, and many, many people in our community deserve recognition for this effort. We have become very used to successful campaigns in this community, but they are successful because of the diligent efforts of many who volunteer. Dick Bowdy, and those who serve in the agency relations and allocations process, also deserve a vote of thanks. Although our campaign results were terrific this year, the requests from the agencies again surpassed the funds available. The allocation process is never easy, but I am continually impressed with the process, as I am sure all those who serve in the process would agree.

This has also been a year of progress for our United Way office staff. This year has seen us move into new expanded offices to give us the space we have long needed. It has also seen the installation of a new computer system which will give us the tools to do what we do better and more efficiently. I am very proud of those who work for our central office and would like to also commend them for another terrific year. Even with these additions, the United Way central office can still be proud of their efficiency of operation; and we can be proud of the percentage of the total funds raised that go to the agencies to meet the needs of those we serve.

I would like to pay special recognition to our 27 United Way agencies, their agency directors, and their employees. Many of us volunteer small amounts of our time to the United Way or these agencies to help make our community better. Many of these people give their entire working lives in a very unselfish way with a goal of helping others in making our community a better place to live. I publicly thank all of them for their unthiring work.
Last year in his annual report, Jerry Brouder, our past President, wrote "Private sector volunteerism must not fall victim to its own successes. Government cannot give up or shift its responsibility simply because we in the private sector do our job well." There are many changes going on at the national, state and local levels in regard to social services. We at the United Way must be involved. We must communicate with our elected officials, and we must continue to insure that the social service needs of our communities are being met.

The mission of the United Way is to increase the organized capacity of people to care for one another. We are very fortunate at the local level of United Way to have a very strong national organization behind us. I became very aware of this last year when I had the opportunity to attend a national leadership conference. Nationally, the United Way has support from all walks of life—corporate leaders, labor unions, government leaders, etc. We have the benefits of a strong national organization, but our Columbia Area United Way is organized and run by local people. What better organization could we ask for than a strong national organization that gives us all the leeway we need to work together to solve our community problems?

I thank you for the privilege of serving as President of your Columbia Area United Way. The rewards of this job have been many. Perhaps the most lasting reward will be the friendships that I have made and cultivated along the way. The strength of any community is in its people, and I am very proud to be part of a very strong, vibrant Columbia.

Thanks again for the opportunity to serve, and I pledge my continued support of the United Way. Let's remember the United Way, Columbia—it brings out the best in all of us.

JACK COX
President
Retiring Board Members 1989

Sincere appreciation is expressed to those Board Members who retire in 1989. Their commitment and dedication to continuing the United Way concept is evident in their willingness to serve.

Vic Ohman (1986-1989) has been associated with United Way for many years through Shelter Insurance Companies campaigns. During his board tenure he served on the personnel committee that helped develop the current personnel policies for United Way employees. In remembering his years with United Way he said, "I have always been committed to sharing with others who are in need. Doing so through the United Way makes sure what I give goes to the points of need in our community. Having served on the board and seeing how the United Way works makes my personal commitment even stronger."

Patsy Sampson (1983-1989) has been involved with United Way since she came to Columbia. When asked about her United Way Board experience she stated, "It has been my pleasure to serve on the Columbia Area United Way Board for the past 6 years. Not only have I had the opportunity to meet and work with a group of talented and dedicated volunteers, but I have been able to see first hand how our community works together to strengthen and support the numerous social service agencies that serve those whose needs are greatest."

Leonard Scheffler (1983-1989) has served in all areas of United Way. He has been a campaign division chair and served on an allocations panel. In 1984, he served as the Community Wide Campaign Chairman and reached 103% of goal. Scheffler served as President of the United Way Board in 1986. When asked about his reflections on his United Way experience he stated, "I am very proud to have been able to serve on the United Way Board because I believe that the United Way concept of sharing is so vital, particularly during these days of budget deficits and shrinking government funds. On a personal level, the chance to work with so many fine people, both fellow volunteers and staff, has given me the opportunity to learn about my community that no other experience could duplicate."

John Williams, D.V.M. (1983-1989) has worked for many years in the campaign area. He has served as a division and section leader. With regard to his involvement with United Way Williams stated, "The United Way has evolved into the most far reaching and best justified fund appeal that the Columbia Area supports. It is difficult for any area family not to have at least some indirect contact with one of the member agencies. Its excellent reputation and high degree of professionalism has made it a pleasure and an honor to serve as a Board Member."

Communications 1988-89

The first of the events planned by the Communications Committee was the 11th Annual Press Luncheon hosted for the 11th consecutive year by Shelter Insurance Companies. It gave representatives of the media an opportunity to view the national United Way file as well as meet Tammy Jennings, the United Way spokesperson for the Columbia Area.

The weather the night of the kickoff was perfect. The Olympic tape, narrated by Carlos Fernandez of KMIZ TV and Tom Gray of KOMU TV, was seen by the assembled group while agency representatives and campaign cabinet members marched through in true Olympic style.

Members of the 1988-89 Committee included: David Duffy, Chairman, Memorial Funeral Home, Inc., Baumann and Jean Madden with Shelter Insurance Companies, Colleen Rohrbach Bartok and Tom Gray with KOMU TV, Carlos Fernandez of KMIZ TV, Al Germond with KARQ Radio, Ed Heins with the Columbia Missourian, Bill Weaver of KFRU Radio and Michael Dunn with KZIA FM.

The Communications Committee planned an Olympic theme for the Kickoff. Prior to the big evening, Brad Hoblit and Dave Hargis from KOMU TV taped Campaign Chairman Doug Groesbeck running through Columbia past various agencies. He started at the United Way office where he took time to pull a few weeds!

Once again our United Way Communications Committee has out done itself!

Believe me, it takes a great deal of talent, time and cooperation to devise an overall campaign media strategy. In addition, there is all the work involved in creating the "right" atmosphere for the kickoff and annual meeting.

This group has worked together for so many years that a special camaraderie has developed. We are already looking forward to planning next year's campaign!

David Duffy
Chairman
Communications Committee
1988-89

The finale, of course the announcement of the $980,000 goal which was a fireworks display. In the original plan, Doug Groesbeck was to complete his lap around the Ramada and lead the way to the fireworks display. The plans had to be altered however, as Doug broke his ankle the night before. In spite of the mishap, Doug appeared, spoke his words of "Let the Campaign Begin" and symbolically lighted the most spectacular display ever!
20th. We announced that night a pacemaker total of $184,681 - the largest ever - and we were off to the races. Everyone but me, that is. After breaking a leg the previous night, I became the only flaw in an otherwise fantastic kickoff program put together by our Communications Committee.

Throughout the campaign, I had the pleasure of meeting many special people and sharing in their enthusiasm for meeting our challenge. This enthusiasm and the commitment by so many people within this community assured the United Way of another successful campaign. The goal was reached on December 21.

I thank you all for the opportunity to serve as Campaign Chairman. Thank you for helping the United Way continue its commitment to caring.

You made a difference in 1988!

Leadership Giving

Boone County National Bank hosted a luncheon to launch the leadership giving program chaired by Jack Cox and Doug Groesbeck. Around thirty individuals were invited to attend.

This program is focused on commitment to United Way through personal gifts of $1,000 or more for the first level and gifts of $2,500 or more for the second level. The response to the program was positive and there are 42 charter members of this group.

1988-89 Leadership Giving Program
Charter Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>J.C. Aiyen, M.D.</td>
<td></td>
</tr>
<tr>
<td>Bill Bates</td>
<td></td>
</tr>
<tr>
<td>Gene Baumgart</td>
<td></td>
</tr>
<tr>
<td>Tom Baumgardner</td>
<td></td>
</tr>
<tr>
<td>William Wilson Beckett, M.D.</td>
<td></td>
</tr>
<tr>
<td>James Bult, M.D.</td>
<td></td>
</tr>
<tr>
<td>Jack Cox</td>
<td></td>
</tr>
<tr>
<td>David Duffy</td>
<td></td>
</tr>
<tr>
<td>David Dunston</td>
<td></td>
</tr>
<tr>
<td>Charles Dyott</td>
<td></td>
</tr>
<tr>
<td>Bo Frazier</td>
<td></td>
</tr>
<tr>
<td>Bill James</td>
<td></td>
</tr>
<tr>
<td>Vernon Jessop</td>
<td></td>
</tr>
<tr>
<td>George Keest</td>
<td></td>
</tr>
<tr>
<td>Quaker Lehr</td>
<td></td>
</tr>
<tr>
<td>John Lessen</td>
<td></td>
</tr>
<tr>
<td>John Long, M.D.</td>
<td></td>
</tr>
<tr>
<td>Jerry McCallan</td>
<td></td>
</tr>
<tr>
<td>Robert McVea, M.D.</td>
<td></td>
</tr>
<tr>
<td>Jeffrey Macella</td>
<td></td>
</tr>
<tr>
<td>Jean Madden</td>
<td></td>
</tr>
<tr>
<td>Margaret Mangel</td>
<td></td>
</tr>
<tr>
<td>Robert Maspal</td>
<td></td>
</tr>
<tr>
<td>Ervin Martlets</td>
<td></td>
</tr>
<tr>
<td>Joe Martlet</td>
<td></td>
</tr>
<tr>
<td>E.R. Minnick</td>
<td></td>
</tr>
<tr>
<td>Randall Morgan</td>
<td></td>
</tr>
<tr>
<td>Joseph Montana, M.D.</td>
<td></td>
</tr>
<tr>
<td>Martin Nelson</td>
<td></td>
</tr>
<tr>
<td>James A. Offutt</td>
<td></td>
</tr>
<tr>
<td>Victor A. Owha</td>
<td></td>
</tr>
<tr>
<td>Justin Perry</td>
<td></td>
</tr>
<tr>
<td>Jack L. Pettit</td>
<td></td>
</tr>
<tr>
<td>Al Piscia</td>
<td></td>
</tr>
<tr>
<td>Carroll L. Roper</td>
<td></td>
</tr>
<tr>
<td>Gus Reid</td>
<td></td>
</tr>
<tr>
<td>David Russell, M.D.</td>
<td></td>
</tr>
<tr>
<td>Leonard Scheidler</td>
<td></td>
</tr>
<tr>
<td>Jason Red Smith, M.D.</td>
<td></td>
</tr>
<tr>
<td>Daniel Stiles</td>
<td></td>
</tr>
<tr>
<td>Kenneth Tindel</td>
<td></td>
</tr>
<tr>
<td>William Kellar Wintlemyer, M.D.</td>
<td></td>
</tr>
</tbody>
</table>
Loaned Executives 1988

The year 1977 marked the beginning of the Loaned Executive Program. 1988 marked a total of 76 persons who have served as Loaned Executives. The concept is to provide the United Way with additional staff and to provide the participants with personal and professional growth. Their companies give them the time to participate and relieve them of their regular professional responsibilities.

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

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. Current skills are enhanced and new ones are learned.

We express our deepest appreciation to all of the companies that participated in the program and to the 7 outstanding individuals who comprise the Loaned Executive Class of '88.

Participating companies and Loaned Executives:

Campaign Cabinet 1988-89

MAJOR FIRMS is the largest of the divisions in terms of dollars. Chaired this year by Dan Dagerhardt of J.C. Penney Company and Bo Fraser of Boone County National Bank, this division raised $442,789 or 98% of goal. Associate Chairs in this division included: Gary Borhart - Columbia Foods, Robbie Butz - Biltz, Jeffery MacLeenan - First National Bank, Jerry McNabos - State Farm Insurance Companies, David Moore - IBM Corporation, Jim Offutt - Shelter Insurance Companies, and Bill Zaschke - Novell.

The LARGE BUSINESS division was chaired this year by Patsy Dalton with University of Missouri Columbia Hospital and Clinics and Ken Knerin with State Farm Insurance Companies. This division is staffed by the Loaned Executives who raised $39,485 for 102% of goal.

AUTOMOTIVE, chaired by Justin Perry with Perry Chevrolet and Andy Kohi with State Farm Insurance Companies raised $16,769 for 102% of their goal. Also recruited to help with this division were Charlie Schedell - CKE, Taylor Toastmaster, John Celoni - Square D, Owenetta Murray - Boone County National Bank, Ken Knerin and Karen Bucther both with State Farm Insurance Companies.

Left to right: Gordon Foreman, Diana Edwards, Kathy Conforti, Lori Powell, Reggie Turner (trainer), Beth Bartley, Reva Reeder, Tom McCray.

The FINANCE, BROKERAGE and REAL ESTATE division was chaired by Bob Ambroster, Terry Duncombe - State Farm Insurance Companies and Steve Green - Boone County National Bank. This division reached 89% of goal raising $12,020. Other volunteers recruited for this division to assist with the Insurance Section were Kent Runyan, Karen Butcher, Berne Devlin, Steve Crosswhite, Marin Blevins, John Stevens, Phyllis Nichols, Lorry Williams, Dale Abernathy, and Jim Sylvester, all of whom are from State Farm Insurance Companies.

CONSTRUCTION & ORGANIZED LABOR was chaired by Keith Fischer of Synercon, Inc. David Bennett with Engineering Survey & Services and Colleen Klietherman with the Columbia Area Builders Association. This division reached 71% of goal with a total dollar figure of $11,445. Additional people recruited to assist in this division included Martha Seithy, Holly Hicks and Union Electric.

The RETAIL division was chaired by Larry McIlroy with Boone's Bank and reached a total of 28% of goal or $846 raised. Assisting in calling on these accounts were Tim Barkesdale, Lisa Riley, Don Rowland, Steve Tarr, Steve Smith, Cathy Anderson, Connie Cook, Linda Wheelock and Dan Graham all with Boone's Bank. Also assisting in this effort from United Way Agency staff and volunteers were: Elinor Turner, Melba Turner, Carolyn Payne, Peggy Boul and Brenda Ballard all associated with Boone County Charter American Red Cross. From Columbia Safety Council - John Skjel and Olan McGee. Volunteers and staff from Community Nursery Schools included Judy Richards, Ann Stapleton, Mary Lee Johnston, Lennie Johnston, Scott Rutter, Katie Howard and Joe Cox. Job Center provided Bob Evins.

Bank Waters, Carrie Francke and Nancy Wittstock. Capt. Mark Anderson, Roberta Ball and David Finger represented the Salvation Army. Phil Steinhaus with University of Iowa and Nancy Melise with Transitional Housing also called on accounts.

The PROFESSIONAL division was chaired by Bob Smith - Smith, Lewis & Beckett Attorneys At Law, Charles Hatley, D.B.S., Mariel Liggett - Williams Keepers, Robert McDavid, M.D. - Women's Health Associates, and John O'Shaughnessy - Boone Hospital Center. This division raised $27,603 for 12% of goal. This division was the highest percent over goal among all the divisions. Additional persons who assisted with this division included Stephen C. Smith, Donald W. Caldwell, Jennifer L. DuPont, Russell Starr and David Ravlings - all with Williams Keepers. Steve Wainstock with Boone Hospital also worked in this division.

SCHOOLS & COLLEGES division was chaired by Owen Jackson and Chris Mallory of the Columbia Public Schools and reached 96% of goal raising $39,360. Assisting in this division were Sue Hetherwood and Kris Offutt both from Stephens College and Dennis Crew with Columbia College.

The LOCAL GOVERNMENT division was chaired by Ernie Barber and Ted Boohm. This division raised $31,884 or 114% of goal which was the second highest percent over goal among the divisions. Assisting in this effort were Debor Loggen, Betty Kundell, Howard Sicks, John Acton, Ken Owens, Erwin Call, Carol Lexow, Tara Calvin, Mona Oliver, Phyllis Fogel, Leslie Barber, Chuck Bondur, Nancy Cole, Laura Smith, Preston Bass, John Warner.
Bronze Award

Deep appreciation and gratitude is extended to the following Columbia firms and individuals who have contributed outstanding support to the 1988-89 Columbia Area United Way campaign.

Albert Buick-Honda
James O. Alyea, M.D.
William Wilson Beckett, M.D.
Robin B. Blount, M.D.
Boatmen's Bank of Columbia
Boone County National Bank
Boone Hospital Center
Boone National Savings & Loan
Boyce & Brynum Pathology Lab
Brown, Willbroad & Simon
Central Missouri Labor Council
Charter Hospital of Columbia
Columbia Companies
Columbia Foods
Columbia Regional Hospital
Combined Communication Services
Commerce Bank
Coors Beer-Woodward Distributing
D'Sport
Dillard's Department Store

Gold Award

The United Way gold award recognizes those employees who have given the highest support per capita in the 1988-89 campaign.

Albert Buick-Honda
American Air Filter
Boatmen's Bank of Columbia
Boone County National Bank
Boone National Savings & Loan
Century State Bank
City of Columbia
Columbia Foods
Columbia Public Schools
Combined Communication Services
Commerce Bank
Cooper Travel
Edward D. Jones & Company
Engineering Surveys & Services
Extrusion Technologies
Farm & Home Savings & Loan
First National Bank
GTE
IBM Corporation
J.G. Penney
Joe Machens Ford
KMIZ-TV
Legend Automotive Group
Media Graphics/Ad Sheet
Memorial Funeral Home
MFA Incorporated
MFA Oil Company
Mid Missouri Computer Services
Mid Missouri Engineers
Miller Dental Associates
Missouri Book Services
Mitchell Rentals
Novell's
Ochslein Farm & Home Supply
Pepsi-Cola Bottling Company
Perry Chevrolet
Ribaudo Supply
Garth Russell, M.D.
Rust & Martin
Scheffler Enterprises
Sears
Shawnee Insurance Companies
Silvey Companies
S.D. Simon Construction Company
Smith, Beeks & Beckett
Square D Company
State Farm Insurance Companies
Taco Bell Restaurants
Target
3M Company
Toastmaster
Tri-Com Corporation
Union Electric-Columbia Gas Division
United Parcel Service
Wal-Mart-Mifong
Wal-Mart-Discipline
Water's Printing Company
Williams-Keepers
William Keller Minkelweyer, M.D.
Yellow Freight System
Silver Award

United Way silver award is given in recognition to those employees with the second highest level of per capita giving in the 1988-89 campaign.

Boone Clinic
Boone Hospital Center
Boyce & Bynum Pathology Lab
Central Office Supply
Columbia College
Columbia Companies
Columbia Regional Hospital
Daniel Boone Regional Library
Dillard's Department Store
Focus-Montgomery Ward
Golden Corral
Kolly Press
Mehle Enterprises-Biscayne
Pepsi Cola Bottling Company
Perry Nissan
Schnucks
Taco Bell-Columbia Mall
University of Missouri-Columbia
Administration Region
Hospital & Clinics
Retirees
Wal-Mart-Nifong
Waters Printing Company

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 1988-89 campaign.

gold
Advent Enterprises
American Red Cross
Boone County Assoc. for Retarded Citizens
Boone County Council on Aging
Boy Scouts of America
Camp Fire
Central Missouri Food Bank
Columbia Area United Way

Richard P. Dowdy
Chairman
Agency Relations Committee 1988-89

Agency Relations 1988-89

Columbia Medigroup
Columbia Safety Council
Community Garden Coalition
Community Nursery Schools
Comprehensive Human Services
Family Counseling Center
Harrisburg Preschool & Day Care Center
Bob Center
Meals on Wheels of Columbia
Mora Stewart Nursery School
Phoenix House of Columbia
Salvation Army
Services for Independent Living
Transitional Housing
University VV
Visiting Nurses Assoc. of Central Mo.
Voluntary Action Center

silver
Cancer Research Center
Heart of Missouri Girl Scouts

Committee of the Columbia Area United Way for several years. During those years I have learned a great deal about the many important human service needs which are addressed by United Way member agencies. The high quality of life that we all enjoy in our community is dependent upon the efforts of all of us to help ourselves. United Way, through its member agencies, provides that organizational framework.

The Agency Relations Committee conducts and oversees the Allocations Process, which is a joy due to the generosity of the Columbia area people during the campaign. Some 30 community leaders volunteer their time to participate in the allocations process which begins in September when member agencies provide their next year's budget request along with other detailed information about their services. During December and January, each member agency receives an on-site visit from one of the panel members. The allocation process reaches its final stages in late January when four panels hear formal requests from each of the member agencies. The Agency Relations Committee then reviews the Panel recommendations relative to allocations to the various member agencies, makes its recommendation to the United Way Executive Committee which, in turn, makes a recommendation to the United Way Board. It is the United Way Board of Directors which makes the final decision relative to member agency allocations.

The Agency Relations Committee is also active throughout the year by: considering requests from agencies who want to become member agencies of the Columbia Area United Way; working with member agencies on fund-raising activities; assisting both member agencies and other human service agencies (upon their request) in various management processes; considering emergency needs; and, receiving and reviewing requests for the United Way Venture Fund program.

Working in the Agency Relations area of United Way is a rewarding experience for me. I see the generosity of the people of the Columbia area during the campaign;
Allocations to Agencies for 1989

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>1988</th>
<th>1989</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advent Enterprises, Inc.</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Americn Red Cross</td>
<td>65,000</td>
<td>66,000</td>
</tr>
<tr>
<td>Boone County Assoc. for Retarded Citizens</td>
<td>7,000</td>
<td>7,500</td>
</tr>
<tr>
<td>Boone County Council on Aging</td>
<td>15,500</td>
<td>16,500</td>
</tr>
<tr>
<td>Boy Scouts of America</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Camp Fire, Inc.</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Cancer Research Center</td>
<td>7,500</td>
<td>7,500</td>
</tr>
<tr>
<td>Coastal Missouri Food Bank</td>
<td>19,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Columbus Medigroup</td>
<td>6,000</td>
<td>7,000</td>
</tr>
<tr>
<td>Columbus Safety Council</td>
<td>2,700</td>
<td>2,800</td>
</tr>
<tr>
<td>Community Gardens Coalition</td>
<td>9,000</td>
<td>9,500</td>
</tr>
<tr>
<td>Community Nursery Schools</td>
<td>81,900</td>
<td>84,000</td>
</tr>
<tr>
<td>Comprehensive Human Services</td>
<td>53,000</td>
<td>54,000</td>
</tr>
<tr>
<td>Family Counseling Center</td>
<td>16,000</td>
<td>16,500</td>
</tr>
<tr>
<td>Harrisburg Preschool &amp; Day Care</td>
<td>5,000</td>
<td>5,500</td>
</tr>
<tr>
<td>Heart of Missouri Girl Scout Council</td>
<td>27,500</td>
<td>27,500</td>
</tr>
<tr>
<td>Job Center</td>
<td>31,500</td>
<td>32,000</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>21,500</td>
<td>21,500</td>
</tr>
<tr>
<td>Nora Stewart Nursery School</td>
<td>90,000</td>
<td>91,000</td>
</tr>
<tr>
<td>Phoenix House</td>
<td>14,000</td>
<td>14,000</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Services for Independent Living</td>
<td>60,000</td>
<td>63,500</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>22,500</td>
<td>25,000</td>
</tr>
<tr>
<td>United Service Organization (UDO)</td>
<td>372</td>
<td>472</td>
</tr>
<tr>
<td>University of Missouri</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Visiting Nurses Assoc. of Central MO</td>
<td>46,500</td>
<td>47,500</td>
</tr>
<tr>
<td>United Way Action Center</td>
<td>25,000</td>
<td>26,000</td>
</tr>
<tr>
<td>TOTAL AGENCY ALLOCATIONS</td>
<td>712,024</td>
<td>740,447</td>
</tr>
<tr>
<td>Columbia Area United Way Admin. Budget</td>
<td>131,788</td>
<td>161,100</td>
</tr>
<tr>
<td>United Way of America Does</td>
<td>9,801</td>
<td>10,300</td>
</tr>
<tr>
<td>Allowance for Reciprocals &amp; 74</td>
<td>65,812</td>
<td>68,995</td>
</tr>
<tr>
<td>Designations to other United Ways</td>
<td>174</td>
<td>0</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>594,469</td>
<td>598,762</td>
</tr>
</tbody>
</table>

Tanny Jennings, our 1988-89 spokesperson appeared at many campaigns throughout the community. We feel fortunate to have had the support of this fine young woman.

Agency Service Awards

The mission of United Way is to increase the organized capacity of people to care for one another. United Way recognizes the tremendous contribution the employees that the employees of United Way Agencies make toward fulfillment of this mission. Those employees serving 5 or more years with an agency are listed below by agency with number of years served.

Our sincere thanks to this fine group of dedicated individuals.

Advent Enterprises
- Eleanor Anderson 5
- Katie Barksdale 5
- Cindy Bush 5
- Dennis Gross 6
- Karen Cade 7
- Russell Douma 7
- Stella Wheeler 7
- Owen Mattingly 10

Boy Scouts of America
- Quentin Karlstad 6
- Myra Gaines 12
- Janiele Owens 13

Cancer Research Center
- Martha Harris 7
- Marsha Howard 9
- Avus Marshall 9
- Charles Blackwell 14
- Brenda Matthews 14
- Dorothy Treaster 16
- Bonne Cook 18
- Roseanna Miller 18
- Jackie Dennis 22
- Dulane Lewis 23

Community Nursing School
- Pamela Jean Storey 8
- Alice Louise Jackson 9
- Norm W. Carter 23
- Mary Lee Johnston 28

Comprehensive Human Services
- Lori Butler 5
- Virginia Pingleton 7
- Susan Wason 8
- Rodney Kitchen 13

Family Counseling Center
- Bonnie Riley 5
- Dr. John Small 10

High School, Larry McColig-Boatman's Bank, and Janice Schuemann-MFA Incorporated.

The Day Care & Residential Treatment Services panel was chaired by Suzanne Holland-University of Missouri Columbia, and included panel members John Coloni-Square D, Joan Crist-Columbia Regional Hospital, Ralph Glenn-Columbia College, Diane Eimers Magraith-Stephens College, Darrell Handen-State Farm Insurance Companies, Don Needley-GE, and Rich Wise-Waters Printing.

Job Center, Inc.
- Frank Gardner 7
- Roberta Glover 17

Meals on Wheels of Columbia, Inc.
- Barbara J. Gordon 8

Nora Smith Memorial Nursery School
- Rosa Burton 8
- Betty Coleman 8
- Betty Porter 15
- Helen Estes Kelly 29
- Mary Jane Davis 29
- Mattie Bass 42

Phoenix House of Columbia, Inc.
- Betty Buchanan 11
- Buck Buchanan 11

Salvation Army
- Dorothy Proctor 6
- Glen Miller 11
- Sarah Milnes 12

Services for Independent Living
- Nan Povinelli 14
- Mike Arella 11

Thank you...

United Way wishes to thank the many members of this community who provide extra assistance throughout the year by serving on committees, contributing additional financial resources above their campaign contribution as well as technical consultation. Thank you.
INDEPENDENT AUDITORS' REPORT

To the Board of Directors of the Columbia Missouri Area United Way, Inc.

We have audited the accompanying balance sheets of Columbia Missouri Area United Way, Inc., as of December 31, 1986 and 1987, and the related statements of support, revenue and expenses and changes in fund balance, and cash flows for the years then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Columbia Missouri Area United Way, Inc., as of December 31, 1986 and 1987, and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary data on pages 7-8 is presented for purposes of analysis and is not necessary for a fair presentation of the basic financial statements in conformity with generally accepted accounting principles. The supplementary data has been submitted to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects in relation to the basic financial statements taken as a whole.

February 24, 1988

WILLIAM H. KEEVERS, CPA

COLUMBIA MISSOURI AREA UNITED WAY, INC.
STATEMENTS OF SUPPORT, REVENUE AND EXPENSES AND CHANGES IN FUND BALANCE
Years Ended December 31, 1986 and 1987

COLUMBIA MISSOURI AREA UNITED WAY, INC.
BALANCE SHEETS
December 31, 1986 and 1987

COLUMBIA MISSOURI AREA UNITED WAY, INC.
STATEMENTS OF CASH FLOWS
Years Ended December 31, 1986 and 1987

The notes to financial statements are an integral part of these statements.

COLUMBIA MISSOURI AREA UNITED WAY, INC.
STATEMENTS OF CASH FLOWS
Years Ended December 31, 1986 and 1987

Cash flows from operating activities:

- Excess of public support and revenue over allocation and expenses $ 30,816 $ 14,022

Advance payments to reconcile net income to cash provided by operating activities: 
- Unrealized gains (losses) on investments 2,498 6,121
- Depreciation expense 7,022 6,422
- Decrease in prepaid expenses 6,947 (7,213)
- Increase in accounts payable 1,221 425
- Increase in accounts receivable (72) 72
- Increase in accrued expenses (7,701) 6,425

Net cash provided (used) by operations 85,667 (7,551)

Cash flows from investing activities:

- Purchase of equipment 1,229 (2,229)

Net cash flows from investing activities 1,229 (2,229)

Net increase (decrease) in cash and cash equivalents 75,720 (30,467)

Cash and cash equivalents, beginning of year 205,393 295,763

Cash and cash equivalents, end of year $ 281,113 $ 265,296

The notes to financial statements are an integral part of these statements.