REPORT from the PRESIDENT
Richard P. Dowdy

It has been a pleasure indeed for me to serve as President of the Columbia Area United Way during the 1990-91 year. It has been a year of exciting activity in the human service arena; and, it has been both a joy and a learning experience for me. As I reflect on the past year, it is easy to understand the United Way mission of "increasing the organized capacity of people to help themselves." Together, we have worked to serve many of the human service needs in the Columbia area. The joy of working together in this way truly does "bring out the best in all of us." These phrases, while heard many times, still ring true for the work of United Way.

There are many things which could be said about the 1990-91 year: the people of the Columbia area were most generous in providing financial support for our 29 member agencies, and people in need were being helped; an excellent Board of Directors, representing leaders in the Columbia community, were providing valuable advice and leadership. Yet, the year was not without its challenges.

Early in the year, our long-time Executive Director, Mary Kaye Baumann, decided to take early retirement and pursue other interests. Both personally and on behalf of the Columbia community, I would like to take this opportunity to say "Thanks" to Mary Kaye for the many years of dedicated service that she gave to us through her work in United Way. She was a motivator, an organizer, a leader and a friend. We all wish her well in her new endeavors. Under the able leadership of Vicki Dunscombe, a Search Committee was appointed to find a new Executive Director.

With excellent help from both the national and regional offices of United Way, we were able to locate several well-qualified candidates. By mid-summer, interviews were completed and a new Executive Director, David Franta, was hired. David had been Executive Director of the Jefferson City Area United Way and was able to "hit the ground running" in early August. I would also like to take this opportunity to express United Way's sincere appreciation to Leann Hudnell who almost single-handedly kept the office operational during those weeks when we were between Executive Directors. I mention these things in this report to let everyone know how deeply appreciative I am of the several persons who so generously gave of their time and effort to see to it that the agencies and people served by United Way would have no interruption of service.

Our campaign in the fall of 1990 was enormously successful, raising over $1.1 million. This success was achieved through the wonderful efforts of literally hundreds of volunteers who helped canvass the community to provide opportunities for the generous and concerned people of this area to provide for our human service needs. The campaign was ably chaired by Jim Offutt and vice-chaired by Tom Gray.

Following the successful campaign, the funds were allocated to 29 member agencies. Accountability in this process is one of the reasons that the community has been so
generous to the United Way agencies for so many years. The Agency Relations Committee, chaired by Bob Bailey, coordinates this important activity.

A final activity of the year was to change our process of allocated funds. Beginning with the 1991-92 year, the allocation process will be conducted in the spring and early summer, prior to the campaign. The Board feels that among other advantages, this approach will provide better opportunity for the member agencies and United Way to effectively manage year-round activities.

1990-91—a year of challenge and success for YOUR Columbia Area United Way. It has been a team effort: the people of this community have given generously to help meet human service needs and improve the quality of life for all of us; hundreds of volunteers have given unselfishly of their time and expertise to the campaign and the allocation process; the United Way Board has provided excellent leadership; and, the United Way office staff has been a true support in all of these efforts.

As my term draws to an end, there is much more that could be said. Part of that is included in the specific reports which follow in this Annual Report—please read them. Finally, let me express my heartfelt appreciation to all who have helped me throughout this year. It has been my privilege to serve the people of the Columbia area through the United Way. As is often the case, I feel that I have gained far more than I have given. It has been a joy to see lives changed and people helped through this agency. Best wishes.

1991 NOMINATING COMMITTEE
Richard Dowdy, Chair
University of Missouri-Columbia
Tom Atkins
Atkins Building Services
Jack Cox
Boone County National Bank
Dick Morgart
GTE
Jim Ritter
Columbia Public Schools
Leonard Scheffler

BOARD OF DIRECTORS
EXECUTIVE COMMITTEE
Richard Dowdy, President
University of Missouri-Columbia
Vicki Duncombe, Vice President
Boone County National Bank
Jim Offutt, Campaign Chair
Shelter Insurance Companies
Tom Gray, Campaign Vice Chair
KOMU-TV
Robert Bailey, Agency Relations
University of Missouri-Columbia
David Duffy, Communications
Memorial Funeral Home
Ernie Gaeth, Secretary
Riback Supply
Elinor Arendt, Treasurer
Action Realty
James Ritter, Immediate Past President
Columbia Public Schools
Jack Cox, Past President
Boone County National Bank

BOARD MEMBERS
Murriel Battle
West Junior High School
Ray Beck
City of Columbia
Dan Duganhart
J.C. Penney Company
Robert Dorohazi, M.D.
Physician
Dave Donahue
Danforth Enterprises
Jim Ferguson
Stephens College
Carlos Fernandez
KMIZ-TV
Bo Fraser
Boone County National Bank
Phyllis Fugit
City of Columbia

Jan Grossmann
The Add Sheet
Mike Holman
Union Electric
Chris Koukola
University Relations
Bill James
Legend Automotive Group
B. Jeffrey MacLellan
First National Bank
Evelyn Mitchell
GTE
Haskell Monroe
University of Missouri-Columbia
Rich Montgomery
State Farm Insurance Company
John O'Shaughnessy
Boone Hospital Center
Lindi Overton
Columbia College
Scott Robinson
Orthodontist
Rick Royer
Columbia Regional Hospital
Michael Sanford
City of Columbia
Greg Scott
Square D Company
Robert Smith
University Hospital & Clinics
Bill Weaver
KPRU-AM Radio
Roger Wilson
Missouri Senate
Marvin Wright
Attorney
AGENCY RELATIONS

Robert Bailey, Chair

The distribution of funds by local volunteers is a dynamic year-round process balancing the requests of the 29 United Way agencies, the needs of the community and the financial resources of the contributors. Allocations is the process that makes United Way unique in the area of community support and is perhaps its best kept secret.

During 1990 the volunteers of the allocations panels analyzed requests and then prepared recommendations for 1990 funding of local health and human service agencies.

The Columbia Area United Way allocation procedure involves a series of steps in which volunteer panels are recruited and assigned to work with individual United Way member agencies. Each panel considered funding requests of seven agencies. During this process panel members review financial statements, line item budgets and audits that have been prepared by each agency. Panel members meet with each agency to discuss in detail its program and funding needs for the year. Panel recommendations are eventually presented to the volunteer Board of Directors for final determination.

During 1990 the Agency Relations Committee and its panels proceeded very well thanks to the experience and hard work of the volunteer members as well as the excellent cooperation and the quality of budget materials prepared by the United Way member agencies. Hundreds of hours of volunteer time were devoted to the entire allocation process—January to December.

Two agencies, Eldercare and Central Missouri Easter Seals, became new member agencies during 1990. The services of these agencies characterize the multi-county service area of most member agencies.

United Way's Venture Fund Program was active in supporting special projects of the Blind Boone High Steppers and Cedar Creek Therapeutic Riding Center. Venture funds provide United Way volunteers a unique way to remain responsive to current community needs.

During 1990 United Way leaders decided to change the timing of the annual allocations process. Starting in 1991 the fund distribution decisions will be made in the spring, seven months prior to actual allocations during 1992. The change provides many advantages to facilitating United Way objectives as well as improving operations of our member agencies.

The Agency Relations Committee is active throughout the year by working with agencies on fund raising activities, assisting both member agencies and other providers, upon their requests, in management assistance, considering emergency needs, and reviewing requests for the Venture Fund Program.

The many hours of study and discussion on the part of allocation volunteers is an essential element of the United Way system.

Thanks to them and hundreds of agency volunteers we can be certain that the Columbia Area United Way rationally allocates donor contributions to fund agencies which provide essential health and human services to our community.

ALLOCATION PANELS

Robert Bailey, Agency Relations* University of Missouri-Columbia

PANEL I
Scott Robinson, D.D.S.,Chair*
Karen Butcher
State Farm Insurance Companies
Stephen Gaither
V.A. Hospital
Martha Bowman
University of Missouri-Columbia
Jerry Samp
Commerce Bank
Jim Ferguson
Stephens College
Holly Hicks Wipfler
Union Electric
Janice Schuerman
MFA Incorporated

PANEL II
Suzanne Holland, Chair*
University of Missouri-Columbia
Larry McCoig
Boatmen's Bank
JoAnn Monroe
Community & University Volunteer
Joe Craigmilk
Boone County National Bank
Max Dills
Shelter Insurance Companies
Linda Klopfenstein
Blue Ridge Elementary
Judy Baker
Columbia Regional Hospital
Larry Fick
Combined Communication Services

PANEL III
Chet Stoll, Chair*
State Farm Insurance Companies
Chris Kudora
University Relations
Robert W. Reid
Shelter Insurance Companies
Susan Gowan
First National Bank
Tom Clements
Department of Corrections
Phyllis Hardin
City of Columbia
JoAnn Wood
Capital Bank
John Thompson
Toastmaster

PANEL IV
Mike Sanford, Chair*
City Health Department
Greg Grupe
Jefferson Junior High School
Don Neely
GTE
Bill Johnston
Shelter Insurance Companies
Frances Hegadorn
Columbia Regional Hospital
Darrell Hendon
State Farm Insurance Companies
Mary Still
University of Missouri-Columbia
Dana Hofsees
Square D Company

*Member, Agency Relations Committee
CAMPAIGN REPORT

1990-91

Jim Offutt, Campaign Chair

$1,070,000. This would be the first year that the campaign goal for the Columbia Area United Way campaign was to exceed $1,000,000. That number, and the fact that we had brand new professional staff to help us through the rough spots, made achieving the goal seem an awesome responsibility as we started efforts to ensure success. But success was important.

As the single largest voluntary effort in our community, the Columbia Area United Way's mission is one of providing a delicately balanced network of support for human care services for our residents. Each year our campaign volunteers are challenged to raise the funds so essential to the many agencies that rely on United Way support. This year there is a record 29 agencies and, each year, more funds are needed.

With our goal set, Vice Chair Tom Gray and I went to work organizing a campaign cabinet of concerned citizens who agreed to be leaders in this campaign. This group of dedicated, caring individuals then contacted hundreds of additional volunteers to carry out the campaign activities.

Special mention must be made of one group of volunteers and the firms they represent. Eight "Loaned Executives", all representing firms with a history of strong support for United Way, worked well beyond the requested three weeks. The commitment of this group was one of the reasons for our success.

Labor Day again signaled the beginning of official campaign activities. The activities began with the 13th Annual Media Luncheon, once again hosted by Shelter Insurance Companies. This was followed in short order by the 3rd edition of the Leadership Giving Program, with a luncheon hosted by Boone County National Bank, and two days of training for the Loaned Executives provided by State Farm Insurance Companies.

The official campaign kickoff was held on September 19th. That event, in conjunction with the 2nd simulcast by the three network television stations, was once again put together by our talented Communication Committee. The evening gave tremendous impetus to the campaign.

Throughout the campaign, I had the opportunity to meet and work with many of these volunteers and to share in their enthusiasm. The people of Mid-Missouri continue to prove that they are very generous. You give willingly of your time, your talent and your money when the need is properly explained. And because that need was conveyed, the United Way goal was met and exceeded...over $1.1 million was pledged.

I want to express my sincere appreciation for the opportunity to serve as the United Way Campaign Chair. I want to say thank you to each one of you that had any part in the successful completion of this campaign—whether you are volunteer, donor, agency personnel or United Way staff. You truly make this an outstanding community and your efforts make a difference in the lives of so many.

CAMPAIGN CHAIR: James Offutt, Shelter Insurance Companies.
CAMPAIGN VICE-CHAIR: Tom Gray, KOMU-TV.
LEADERSHIP GIVING CHAIR: Jack Cox, Boone County National Bank.
MAJOR FIRMS Co-Chairs: Jerry Samp, Commerce Bank and Jeff MacLellan, First National Bank, Association Chairs: Perk Hooeker, Boatmen's Bank; Greg Scott, Square D; Mike Holman, Union Electric; Jack Waters, Columbia Daily Tribune; Rich Montgomery, State Farm Insurance Companies; John Thompson, Toastmaster; Evelyn Mitchell, GTE; David Jobe, MFA, Inc.
LARGE BUSINESS Co-Chairs: Lori Smith, State Farm Insurance Companies and Jill Cox, Boone County National Bank.

FINANCE, INSURANCE & REAL ESTATE Co-Chairs: Gordon Foreman, State Farm Insurance Companies and Naney Thomas, Boone Realty.
CONSTRUCTION Co-Chairs: Kent Runyon, State Farm Insurance Companies and Wayne Mountjoy, Boone County National Bank.
PROFESSIONAL Co-Chairs: Robert M. Doroghazi, M.D.; Richard S. Bohon, D.D.S.; Norn Lampton, Attorney at Law; John O'Shaughnessy, Boone Hospital; Dave Dalton, Dalton & Marberry CPA.
SCHOOLS & COLLEGES Co-Chairs: Chris Mallory, Columbia Public Schools and Owen Jackson, Columbia College.
LOCAL GOVERNMENT Co-Chairs: Ernie Barbee, Columbia Police Department; Tom Clements, Department of Corrections; David Miller, Booneville Correctional Center; Rebecca Dailey, Boone County.
RESIDENTIAL Chair: Paul Pepper, KOMU-TV.
AGENCY TOURS CHAIR: Melanie Morgan
**LOANED EXECUTIVES**

- Felicia Attebury  
  *First National Bank*
- Senna Adler  
  *State Farm Insurance Co.*
- Pat Whelan  
  *3M Company*
- Donna Gates  
  *Boatmen's Bank*
- Doug Garrison  
  *Columbia Regional Hospital*
- Eldon Benus  
  *Shelter Insurance Company*
- Joe Craigmile  
  *Boone County National Bank*

Loaned Executives are carefully selected individuals from companies throughout the community who serve the dual role of a volunteer and an extension of professional staff.

In September, Loaned Executives experienced a two-day intensive training session conducted by Reggie Turner of State Farm. They worked out of the United Way office for a three-week period. Working in many divisions of the campaign, they provided a well-trained and dynamic team that gave the United Way campaign a real edge.

We express our deepest appreciation to the leadership companies and participants who made the 1990 Loaned Executive Program a major success.

**LEADERSHIP GIVING PROGRAM**

Boone County National Bank hosted a luncheon to continue the Leadership Giving Program chaired by Jack Cox. This program focuses 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.

Leadership Giving represents an opportunity to become involved in the proud tradition of other great leaders in our area's history who declared through their actions that Columbia is worthy of significant personal investment. The result of strong leadership commitment is a better community; a community that is resilient in the face of change and responsive to new challenges.

When community needs are quickly shaped by forces at work in a complex, changing society, the responsiveness of United Way becomes critical.

**1990-91 MEMBERS**

J.O. Alves, M.D.
Mr. and Mrs. George E. Ashley
Tom Baumgardner
Dr. and Mrs. Wilson Beckett
Jim and Miriam Butt
Robert J. and Christine Churchill
Bob and Kathleen Conway
Dr. and Mrs. Robert M. Doroghazi
David Duffy
David A. and Joylyn Dunafon
Vicki Burton Duncombe
Terry Duncombe
Charles J. Dysart
Bo Fraser
John H. Gillmore
Dr. and Mrs. Bruce J. Gordon
Toni and Susan Gray
William J. Harris
B.W. "Perk" Hoecker
Jerry D. Kotsel, M.D.
Lynn Klinefolk, M.D.
Alice Landrum, M.D.
John Lenox
Jean Madden
Margaret Mangel
Gregory Mattli
Dave Mattson
Bob Maupin
Robert McDavid, M.D.
Bob and Wanda Minnick
Rich Montgomery
Jim Offutt
Albert M. Price
Carroll L. Raper
John K. Rauschenberger
Gus and Loren Reid
Robert W. Reid
Dr. and Mrs. Garth Russell
Jason Ned Smith
Larry G. Stanbaugh
Dan Stuber
Russell Thompson
Craig and Laura Van Matre
Henry J. Waters, III
Wm. Kellar Winkelman, M.D.

**LEADERSHIP GIVING STEERING COMMITTEE**

Jack Cox, Chair
James A. Offutt
Robert Doroghazi, M.D.
Vicki Duncombe
Rich Montgomery
COMMUNICATIONS

David Duffy, Chair

Each year a group of the most talented media people in Columbia meet to share ideas and the challenge of kicking off yet another United Way Campaign. Ideas flow, suggestions are made and rejected until a final theme is decided upon. Members of the committee volunteer for various responsibilities and several months later, another kickoff becomes a wonderful memory and even better than the year before.

If there really is magic in this world, the United Way Communications Committee is it! The cooperative effort of KOMU-TV, KRGC-TV and KMIZ-TV in producing the 30 minute program about United Way agencies and airing it simultaneously from 6:30 to 7:00 in the evening was perhaps the most spectacular event yet.

We wish to express our sincere thanks to all the news, weather and sports personalities from all three stations for sharing their time and talent with special thanks to Mike Zeitmann of KMIZ for producing the program. To KOMU, KRGC & KMIZ, a heartfelt thank you for working together to make the idea a reality. And to radio stations KFRU, KBIA, K102, KCMQ, the Columbia Daily Tribune and Columbia Missourian, we express deep appreciation for on-going coverage and promotion of United Way supported activities.

It is truly a pleasure to chair this committee of dedicated and talented volunteers and have the opportunity to be a part of the "magic".

Members of the 1990-91 Communications Committee include: Colleen Bartok & Tom Gray with KOMU-TV, Gene Baumann and Jean Madden with the Shelter Insurance Companies, with radio stations KBIA, Mike Dunn; K102, Al Germond; KFRU, Bill Weaver; Carlos Fernandez with KMIZ-TV; and June Dodd with the Columbia Daily Tribune.

ALLOCATIONS to AGENCIES

AGENCY
Advent Enterprises, Inc.                          Board President  1990
American Red Cross                               Dan Scotten       $22,500
Boone County Assn. for Retarded Citizens         Betty McClure     66,000
Boone County Council on Aging                    Susan Sweetland  12,000
Boy Scouts of America                            Karen Neely       17,500
Camp Fire, Inc.                                   William E. Dorris 41,000
Cancer Research Center                           Lisa Holt         15,000
Central Missouri Food Bank                       Harley G. Banks  2,300
Central Missouri Diabetic Children's Camp        Rev. Maureen Dickmann 28,000
Columbia Medigroup                                Susan Hitt        3,420
Columbia Safety Council                          John Bangs        2,000
Community Garden Coalition                       John Wingate     3,000
Community Nursery Schools                        Dr. Michele Warmund 10,000
Comprehensive Human Services                     Scott Rutter     88,750
Family Counseling Center                        Carlos Fernandez  57,700
Harriburg Preschool & Daycare                    Suzanne Modlin   20,500
Heart of Missouri Girl Scouts                    Kathy Pritchett  6,500
Job Center                                       Michael Couty    29,750
Meals on Wheels                                  Dr. Joseph Johnson 34,000
Nora Stewart Nursery School                      Margaret Berends 23,500
Phoenix House                                    Robert Greves    53,000
Salvation Army                                   David Bear       15,500
Services for Independent Living                  Edwin Carlton    41,000
Transitional Housing                             Rev. Paul Moesner 64,250
United Service Organization                      Suzette Miller   36,500
University Drug Y"N                              Dan Cosby        16,000
Voluntary Action Center                          Col. Wayne Wootton 52,000
Total Member Agency Allocations                  Robert Duncan   30,000
781,770

Total Venture Funds                              $788,756
Gifts In Kind                                     1,116
COLUMBIA MISSOURI AREA UNITED WAY, INC.

STATEMENT OF SUPPORT, REVENUE AND EXPENSE
Year Ended December 31, 1990

PUBLIC SUPPORT AND REVENUE

Public support:
Pledges, 1989-90 annual campaign $1,965,361
Less allowance for uncollectibles (73,155)
Prior campaign pledges collected in excess of allowance for uncollectibles 4,417
Total public support 996,623

Other revenue:
Interest income 31,116
Administrative fees 5,225
Miscellaneous income 241
Total public support and revenue 1,033,205

ALLOCATION AND EXPENSE

Allocated to agencies 781,770
Venture Fund grants 5,870
Dues to national organization 10,833
Functional expenses:
Fund raising 68,176
Allocations and agency relations 8,565
Planning and evaluation 3,131
Direct service 4,281
Management and general 80,530
Total allocation and expense 943,156

Excess of public support and revenue over allocation and expense $ 70,049

The Columbia Area United Way is audited by the firm of WILLIAMS-KEPPEL, Certified Public Accountants Columbia, Missouri. A copy of the complete audit is available on request.