Original art by a student of Nora Stewart Nursery School

Local Dollars Working Locally

COLUMBIA AREA UNITED WAY • 1993 ANNUAL REPORT

United Way
Report from the President

James A. Offutt

The Columbia Area United Way experienced an exceptional year with solid achievements as it continued to serve the needs of thousands of people in central Missouri. That record of service continues because volunteers, donors, community leaders and firms are contributing their resources and talents. Local citizens helping their neighbors — that is what United Way is doing every day, year-round . . . thanks to you.

The year 1992 marked the completion of the Long Range Strategic Plan to guide us through 1996 and beyond. While initial project planning began in 1991, most research and evaluation occurred this past year. A new Mission Statement was adopted and it serves as both the foundation and focus of many future organizational initiatives. We are most grateful to the volunteers who put in all the time and effort to produce much needed plans and strategies.

Early in the year, when problems with United Way of America surfaced, Columbia Area United Way volunteers took prompt and responsive action by withholding service fee payments until after an investigation was concluded and corrective actions were taken. When the investigation uncovered abuses on the part of three UWA employees as well as the ineffectiveness of its national board of directors, our volunteers were greatly disturbed. While our United Way is separate and independent from UWA, the crisis confused many of our supporters.

Over time our volunteers acknowledged the substantial reorganization which occurred at UWA. UWA has improved its control and accountability process to insure that all their dollars are being well spent. Satisfied with the new safeguards, our Board voted to resume service fee support to UWA. The Board is confident that the service fee to UWA is a wise community investment with benefits significantly greater than the costs.

An Ad Hoc Facility Planning Committee was established to examine the needs of our office design and location. As chairperson, Lindi Overton and her committee will complete their work in 1993 and make recommendations to the Board.

While 1992 brought its challenges, we take pride in what was accomplished. I hope you will take the time to review the enclosed reports from other major committees to get a sense of the pride we share.

These are only a few of the achievements. Space does not permit description of many other volunteer efforts which had an impact. We are appreciative of each supporter as well as each volunteer and member of the staff. To each of you, I give my sincere thanks.

Once again, you made it happen. You appealed for help and elicited the generous gifts and talents of other citizens who care about those in need. United Way . . . local people helping local people.

Mission Statement

The mission of the Columbia Area United Way is to evaluate, prioritize and communicate current and future human service needs and to mobilize the necessary resources to meet those needs in an efficient manner which fosters human dignity.

November 18, 1992
Board of Directors 1992-93

Executive Committee
Jim Offutt, President
Shelter Insurance Companies
Tom Gray, Vice President
KOMU-TV
Jerryl Samp, Campaign Chair
Commerce Bank
Rich Montgomery,
Campaign Vice Chair
State Farm Insurance Companies
Bob Bailey, Agency Relations
University of Missouri
School of Law
Chris Koulak, Marketing
& Communications Chair
University of Missouri
Ernie Gaeth, Secretary
Riback Supply
Jim Ferguson, Treasurer
Stephens College
Vicki Dunscombe, Past President
Boone County National Bank

Board Members
Bill James
Legend Automotive Group
Lyle Kowar
Square D
Jeff Maclellan
First National Bank
Evelyn Mitchell
GTE
Haskell Monroe
University of Missouri
Robert Muehl
Service Employees Local #45
Lindie Overton
Columbia College
J.C. Penney Company
Patsy Pender Dalton
Boone County
Robert Doroghazi, M.D.
Boone Clinic
Dave Dunafon
Dunafon Enterprises
James Eckenrode, M.D.
Columbia Orthopedic Group
Jan Grossmann
The Ad Sheet
Mike Holman
Union Electric

1993 Nominating Committee
Bob Bailey, Chair
University of Missouri
Elinor Arendt
Action Realty
Muriel Battle
Columbia Public Schools
David Duffy
Memorial Funeral Home
Jim Ollitt
Shelter Insurance Companies
Jim Ritter
University of Missouri
Mike Sanford
Boone County
Karen Touzeau
University of Missouri

1992-93 Speaker’s Bureau
Suzan Anderson, Chair
First National Bank
Steve Andersen
Shelter Insurance Companies
Mark Anderson
Salvation Army
Connie Bowen
Boone County Council on Aging
Lydia Coald
Visiting Nurses Association
Mary Jane Davis
Nora Stewart Nursery School
Russell Downum
Advent Enterprises, Inc.
Carolyn Ezzell
Meals on Wheels
Greg Grupe
Jefferson Jr. High School
Barbara Hasselriis
Central Missouri Easter Seals
Mary Jo Herde
Family Counseling
Mary Lee Johnston
Community Nursery Schools
Dayna Jones
Commerce Bank
Marc Lammy
Job Center
Don LeCure
Toastmaster, Inc.
Cindy Mustard
Voluntary Action Center
Gena Pliske
American Red Cross
Randy Rosenkrans
State Farm Insurance Companies
Phil Steinhaus
University "Y"
Jeuwan Swift
Bankers Bank

Long Range Strategic Planning Committee
Chet Stoll, Chair
State Farm Insurance Companies
Jack Cox
Boone County National Bank
Dick Dowdy
University of Missouri
Vicki Dunscombe
Boone County National Bank
Ernie Gaeth
Riback Supply
Phyllis Hardin
City of Columbia
Cindy Mustard
Voluntary Action Center
Jim Ollitt
Shelter Insurance Companies
Bob Reid
Shelter Insurance Companies
Jim Ritter
University of Missouri
Rick Rorer
Columbia Regional Hospital

United Way Staff
David Franta, Executive Director
Kathi Posch,
Director of Marketing
Linda Stickeys,
Secretary
Sharon Livingston, Administrative Assistant

Original art by a student of Nora Stewart Nursery School
Agency Relations volunteers monitor over 27 local agencies which provide over 60 health and human service programs. Over 60,000 Mid-Missourians are annually assisted by United Way-supported agencies. You can see what your gifts do to help local people. Our fund distribution system is volunteer-driven, responsive to local needs and accountable to our donors.

The United Way fund distribution procedure involves a series of steps in which volunteer panels are recruited and assigned to work with individual member agencies. Each panel considers funding requests of selected 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.

This process advanced very well thanks to the experience and hard work of hundreds of volunteers. Over 600 hours of United Way volunteer time were devoted to the entire allocation process — January to December. Agency Relations is active throughout the year by working with agencies on training opportunities, distributing in-kind gifts and assisting both member agencies and other providers, upon their requests, in management consultation.

The many hours of study and discussion on the part of our volunteers are an essential element of United Way accountability and efficiency. Thanks to them and hundreds of agency volunteers we can be certain that the United Way rationally and carefully allocates donor contributions to fund programs which provide essential health and human services to our community... local dollars working locally.

Bob Bailey, Agency Relations* University of Missouri

Panel I
Scott Robinson, Chair* Robinson Orthodontics
Karen Butcher State Farm Insurance Companies
Julien Carter University of Missouri
Stephen Gaither V.A. Hospital
Rod Kelly Rock Bridge High School
Patty Miller MFA, Inc.
Jerome Rader MBS Textbook Exchange

Panel II
Suzanne Holland, Chair* University of Missouri
Donna Daly ABC Labs
Lynn Dickerson State Farm Insurance Companies
Gary Ford Shelter Insurance Companies
Linda Klopfenstein Rock Bridge Elementary School
Larry McGoig Beutmen’s Bank
Beulah Ralph Columbia Public Schools

Panel III
Chet Stoll, Chair* State Farm Insurance Companies
Cindy Blom J&M
Jim Goldstein Hindman, Scott, Goldstein
Phyllis Hardin City of Columbia

Panel IV
Mike Sanford, Chair* City of Columbia
Greg Grupe Jefferson Jr. High School
Dana Hofsess Square D
Bill Johnston Shelter Insurance Companies
Mary Lenox University of Missouri
Tanya Linder U.S. Postal Service
David Martin University of Missouri
Charlie McCalan Datastorm Technologies, Inc.

Panel V
Jim Ferguson, Chair* Stephens College
Suzan Anderson First National Bank
Eliot Battle Columbia College
Darrell Hendel State Farm Insurance Companies
Terry Killian Square D
Laura Lower Commerce Bank
Rochelle Spies Snyder General

*Member, Agency Relations Committee
Campbell Report

Campbell Leadership 1992-93

Jerry Samp, Campaign Chair

What a year! Our local United Way raised more money than ever before. This was accomplished through the efforts of over 300 volunteers and thousands of donors. The community has once again demonstrated their concern for those in need in Mid-Missouri.

The campaign volunteer leaders and generous donors came together in this difficult year. They rose to the challenge.

A unique kickoff was held at Parkade Center. Lunch was provided by Meals on Wheels and the Ash Street Lollipops from the Nora Stewart Nursery entertained those in attendance. Some said this was by far our best kickoff. A capacity crowd enjoyed a new approach to launching the campaign.

With the help of the staff at KOMU-TV, our first local video was produced highlighting local services. This had an impact on bringing home our theme, "Local Dollars Working Locally." KOMU and KMIZ also produced many PSAs broadcast during campaign.

Several new approaches were taken this year. Loaned Executives worked longer, more volunteers were recruited and trained than ever before and fund raising methods were revised in several campaign divisions. The employees of the Olive Garden Restaurant hosted a Haunted Hospitalano House with proceeds going to United Way. These changes, and more importantly, the dedication of some key volunteers produced significant increases among several groups.

Economic struggles, election activities and confusion about UWA resulted in several decreased gifts. Volunteers, informed of the needs and the facts, were able to overcome the challenges and raise the most pledges in our history.

For me, this has been a year I will never forget. I saw firsthand the many people who are helped through our member agencies. I sat with the children at the day care centers. I talked to the retired persons who come to Eldercare. I visited with families at the Salvation Army. There are over 60,000 persons in this area who receive services from United Way agencies.

I want to thank the Campaign Leadership for their hard work, but most of all, I want to thank the community for your continued trust and support.
**Leadership Giving Program**

**The Leadership Giving Program** is a special opportunity for concerned citizens to demonstrate their commitment to this community. Our future rests with those leaders who are willing to share a part of themselves for people in need. Four levels of leadership giving include: Keystone, $10,000 or more; Platinum, $5,000 - $9,999; Gold, $2,500 - $4,999; and Silver, $1,000 - $2,499. We received $10,000 from one individual and $5,000 from two others. In total, there are 93 leadership givers.

### 1992-93 Members

#### Anonymous
- George and Elizabeth Ashley
- Un armored
- Dr. and Mrs. Wilson Beckett
- Ron and Judy Carter
- Dr. and Mrs. Robert J. Churchill
- Dr. and Mrs. Nicholas B. Couper
- Jack Cox
- R. Ray Cunningham, M.D.
- Patsy and David Dalton
- John D. Despaigne, M.D.
- Max and Yvette Dills
- Dr. and Mrs. Robert M. Doroghazi
- David Duffy
- David and Joy Dunafon
- Vicki and Terry Dunscombe
- Mr. and Mrs. Charles J. Dysart
- James and Dawn Eckenrode
- Bo Fraser
- Russell and Nadina Fowler
- James and Nancy Freeman
- Ernie and Marilyn Gaehlen
- Charles G. and Jean Gibbons
- John H. Gillmore
- Dr. and Mrs. Bruce J. Gordon
- Tom and Susan Gray

**Larry and Jan Grossmann**
- William J. Harris
- B. W. “Perk” Hoecker
- Vernon Jennings
- Jerry D. Kennett, M.D.
- Howard J. Kiefer
- Chancellor and Mrs. Charles Kiefer
- Lynn Kleopfer, M.D.
- James R. Landgraf, M.D.
- John Lenox
- Jef and Becky MacLean
- Jean Madden
- Margaret Mangel
- David Mattson
- Bob Maupin
- Mcdanis’s Ltd.
- Bob and Suzanne McDavid
- Jim and Sylvia McGill
- Mid-Missouri Computer Services, Inc.
- Mid-Missouri Engineers, Inc.
- Nancy A. Miller, M.D.

**Perry-Legend**
- Collision Repair Center
- Gus and Loren Reid
- Robert Reid
- Marty Rillock and Nola Ruth
- L. Kent and Shara L. Runyan
- Dr. and Mrs. Garth Russell
- George A. and Ruth Ann Russell
- Jerry and Mary Kay Samp
- Leonard P. Schelker
- Dr. Richard Seger
- Jason Neid Smith
- Chet and Yana Stoll
- W. Michael Standlee
- Bob and Kim Stull
- Russell Thompson
- Randall and Doreen Trecha
- Curt and Pat Vogel
- Barbara and Al Wagner
- Henry J. Waters III
- H. C. Willbrand

**Original art by a student of Community Nursery School**
- Wm. Kellar Winkelmeyer, M.D.
- Mark E. Zimmer

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**Loaned Executives**

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. These men and women are skilled professionals whose services represent a valuable contribution on their part as well as that of their sponsoring companies.

Patsy Ponder Dalton, Loaned Executive Trainer, conducted a two-day intensive training session held at Boone County National Bank. In talking about the program Mrs. Dalton says, “The Loaned Executive Program offers tremendous benefits for both the United Way and the ten businesses who provide them. The United Way receives professional fund-raising support and businesses benefit from executives with unique experience.”

Being a Loaned Executive has touched the lives of these individuals as is evidenced by this quote, “It was a great honor to be chosen to represent my company in the United Way Loaned Executive Program. It’s a good feeling knowing that your efforts are helping so many people. I like to look at it as an insurance policy of sorts. When I give of myself to aid others, I’m also insuring that help will be there for me and my family should we ever need it.”

We thank the leadership companies and participants who made the 1992 Loaned Executive Program so successful.

- Cindy Blom
- 3M
- Russ Brown
- Toastmaster, Inc.
- Jason Burchfield
- Commerce Bank
- Ann Douglas
- Boone Hospital Center
- Jeff Gaeth
- Boone County National Bank
- Tom Kowalewski
- Square D
- Teresa Macruder
- Shelter Insurance Companies
- Ginny Northcutt
- Boatmen’s Bank
- Phyllis Truelove
- First National Bank
- Dimitri Wright
- State Farm Insurance Companies

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In addition, the committee is completing a marketing plan that focuses on year-round communications to improve visibility and understanding of the Columbia Area United Way mission.

1992-93 Committee

David Baughen
K102 Radio
Beth Chasin
Columbia Daily Tribune
Becky Cooper
KOMU-TV
Patsy Ponder Dalton
Boone County
David Duffy
Memorial Funeral Home
Michael Dunn
KBBR Radio
Carolyn Ezell
Meals on Wheels
Tina Gibson
KMIZ-TV
Libby Gill
Boone County National Bank
Tom Gray
KOMU-TV
Ken Knauften
State Farm
Insurance Companies
Beth Morell
Columbia Regional Hospital
David Russell
UM System
Lynn Russell
Stephens College
Bill Weaver
KFRR Radio
Rick Royer
Columbia Regional Hospital

Agency

....Event Enterprises, Inc.
American Red Cross
Ann Carlson Food Pantry
Big Brothers/Big Sisters
Boone Cry Assn. for Retarded Citizens
Boone Cry Council on Aging
Boy Scouts of America
Camp Fire, Inc.
Central Missouri Diabetic Children's Camp
Central Missouri Easter Seals
Community Garden Coalition
Community Nursery Schools
Comprehensive Human Services
Eldercare
Family Counseling Center
Harrisburg Preschool & Daycare
Heart of Missouri Girl Scouts
Job Center
Meals on Wheels
Nora Stewart Nursery School
Phoebe House
Red Cross
Revolutionary Army
Services for Independent Living
Transitional Housing
United Service Organization
University "Y"
Visiting Nurses Association
Voluntary Action Center
Total Member Agency Allocations
Non-Member Agency Funding

Board President

Jim Ritter 1992
5,000
Jim Ritter 1992
71,000
David Line 1992
40,000
Keith Kelly 1992
13,400
Ken Hammond 1992
14,400
Elizabeth Penrod 1992
14,400
Marty Pliske 1992
21,000
David Keller 1992
44,500
Ken Harmon 1992
20,000
Susan Hitt 1992
7,000
Max Miller 1992
6,000
Barbara Fick 1992
2,000
Mary Sue Klinghan 1992
99,750
Vicki Russell 1992
53,600
Jane Brinton 1992
9,000
Ed Vought 1992
27,000
Steve Beck 1992
7,500
Michael Coury 1992
32,500
Hank Walters 1992
34,000
Geneen Moogan 1992
29,000
Robert Greves 1992
57,500
William Mitchell 1992
17,000
Jerry Samp 1992
50,000
Phil James 1992
73,000
James Powell 1992
30,000
Robert Wegrang 1992
100
Carolyn Hodges 1992
21,500
Robert Duncan 1992
55,000
Ann Carlson Food Pantry
Voluntary Action Center
Non-Member Agency Funding

Venture Fund Distribution

Boone County Family Health Clinic
Substance Abuse Prevention Program

Emergency Funding

Total
$951,883
COLUMBIA MISSOURI AREA UNITED WAY, INC.

STATEMENT OF SUPPORT, REVENUE AND EXPENSE
Year Ended December 31, 1992

PUBLIC SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public support:</td>
<td></td>
</tr>
<tr>
<td>Fledges, 1991-92 annual campaign</td>
<td>$1,229,106</td>
</tr>
<tr>
<td>Less allowance for uncollectibles</td>
<td>(85,247)</td>
</tr>
<tr>
<td>Prior campaign pledges collected in excess of allowance for uncollectibles</td>
<td>5,744</td>
</tr>
<tr>
<td><strong>Total public support</strong></td>
<td><strong>1,169,603</strong></td>
</tr>
</tbody>
</table>

Other revenue:

- Interest income: 23,532
- Miscellaneous income: 2,333

**Total public support and revenue:** 1,175,670

ALLOCATION AND EXPENSE

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member agency allocations</td>
<td>896,750</td>
</tr>
<tr>
<td>Venture Fund grants</td>
<td>40,000</td>
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<tr>
<td>Emergency funding</td>
<td>15,000</td>
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<tr>
<td>Nonmember agency funding</td>
<td>133</td>
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<tr>
<td>Service fee support to United Way of America</td>
<td>5,879</td>
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<td>Functional expenses:</td>
<td></td>
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<tr>
<td>Fund raising</td>
<td>43,265</td>
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<td>Allocations and agency relations</td>
<td>18,122</td>
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<td>Planning and evaluation</td>
<td>12,912</td>
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<td>Direct service</td>
<td>2,925</td>
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<td>Marketing and communications</td>
<td>40,868</td>
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<tr>
<td>Administration and management</td>
<td>70,675</td>
</tr>
<tr>
<td><strong>Total allocation and expense</strong></td>
<td><strong>1,166,529</strong></td>
</tr>
</tbody>
</table>

Excess of public support and revenue over allocation and expense: $22,141

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