UNITED FOR CHANGE
Targeting support that Champions Children and creates Pathways Out of Poverty.

UNITED WAY OF THE OZARKS
2021 ANNUAL REPORT

uwozarks.org
UNITING COMMUNITY SUPPORT TO IMPROVE QUALITY OF LIFE FOR MORE THAN 90 YEARS

SERVING 14 COUNTIES

BARRY
CHRISTIAN
DALLAS

DOUGLAS
GREENE
HICKORY
LACLEDE

LAWRENCE
POLK
STONE
TANEY

TEXAS
WEBSTER
WRIGHT
Proudly partnering with 14 local nonprofits, fund in 21 programs, over 200 workplace campaigns, reinvested in our community.

$2.1 million
United Way of the Ozarks is our community’s unifying force.

We are focused on the big picture. We look at our communities’ challenges, resources and unmet needs. We recognize that very few families in need have just one challenge. Through our large collaborative network, we are able to help people whose needs can’t be met by a single organization.

At United Way, we’re changing and working to find more ways for people to get involved in our community and make it stronger. Our goal is for everyone living and working in the Ozarks to feel “ownership” of our community. When people feel ownership of their community, they engage differently, and they want to be part of the solution.

If we gain a reputation as a region where workers can easily get engaged and build “community ownership,” we all win.

During the next few years, you will increasingly see United Way of the Ozarks offer programs designed to get our workforce engaged. The bonus is that this is good for the employees, good for the employers, provides capacity to our nonprofits, and strengthens our entire community.

Thank you for owning our community through your ongoing support of United Way of the Ozarks.

Watch what we do next!

CLIF SMART
President, Missouri State University
Chair, United Way of the Ozarks Board of Directors
2022-23 BOARD OF DIRECTORS

Clif Smart, Missouri State University, Chair
Joan Barrett, Ozarks Technical Community College, Vice-chair/chair-elect
Josh Garetson, John Deere Reman, Treasurer
Stephanie Weis, BKD, Community Investment co-chair
Steve Stodden, City Utilities, Past chair
Shawn Calhoun, Associated Electric Cooperative, Inc.
David Cook, The Bank of Missouri
Mike White, SRC Logistics
Pam Yancey, Arvest Bank
David Agee, Husch Blackwell LLP
Brian Brawley, International Brotherhood of Electrical Workers #753

COMMUNITY INVESTMENT COMMITTEE

Stephanie Weis, BKD, LLP, Co-chair
Cindy Norman, American National Property Casualty Company, Co-chair
Matt Aug, Cox Health Plans
Amy Carr, Jordan Valley Community Health Center
Katelynn Couch, Commerce Bank
Rhonda Day, Associated Electric Cooperative, Inc.
Brandie Fisher, City Utilities of Springfield

2022 CAMPAIGN CABINET

Gary Gibson, City Utilities, Co-chair
Morey Mechlin, Community Volunteer, Co-chair
Rachel Anderson, Missouri State University
Kevin Ausburn, SMC Packaging Group
Brent Baldwin, Commerce Bank
Emily Denniston, Springfield Area Chamber of Commerce
Jean Harmsion, Club Management Services
Jessica Harmison-Olson, Maxson Fine Jewelry
Jena Holtberg-Benge, John Deere Reman

Kris Inman, City of Springfield
Stephan Kleinsmith, Community Volunteer
Dr. Grenita Lathan, Springfield Public Schools
Darline Mabins, Multicultural Business Association
Brian McDonough, KY3
Todd Parnell, Community Volunteer
Danny Perches, City of Springfield
Robin Robeson, Community Volunteer
David Ross, Ross Construction

Janet Dankert, Community Partnership of the Ozarks
Steve Dooley, White River Marine 21 Group
Hollie Elliott, Dallas County Economic Development Group
Stephen Hall, Springfield Public Schools
Barbara Lucks, Community Volunteer
Brian McDonough, Gray Media Group
Dan Montgomery, Southwest Missouri Carpenters Local #978
David Pennington, City of Springfield
Karl Quinn, American National Insurance
Loretta Roney, Volt Credit Union

Missy Forgey, Commerce Bank
Josh Garetson, John Deere Reman
David Pennington, City of Springfield
Jason Regehr, City Utilities of Springfield
Meredith Roberts, Associated Electric Cooperative, Inc.
Renee Vines, Vines Accounting and Consulting, LLC

Stephanie Rutledge, Guaranty Bank
Gary Schafer, FORVIS
Ryan Sivill, FORVIS
Lelia Voss, US Bank
Mark Walker, TransLand
Kim Whitener, KY3
Paul Williams, Springfield Police Department
Rusty Worley, Downtown Springfield Association
Bryant Young, Insurors of the Ozarks
LOOKING BACK: 2021 CAMPAIGN

TOP 10 EMPLOYEE CAMPAIGN MANAGERS

MICHELLE BOWLER, KY3
SARAH BECKLEY, TRANSLAND
STEPHANIE CARTWRIGHT, COMMUNITY PARTNERSHIP OF THE OZARKS
TRAVIS COMFORT, RICK’S AUTOMOTIVE
MEGAN CUNNINGHAM, CITY OF SPRINGFIELD

PEGGY DREILING, TIMKEN
KRS INMAN, CITY OF SPRINGFIELD
KAREN MELLINGER, CITY OF SPRINGFIELD
JONNA NUNN, PROFESSIONAL ANSWERING SERVICES
DEBBIE YORK, BANK OF MISSOURI

TOP 20 WORKPLACE CAMPAIGNS

1. CITY UTILITIES
2. SRC COMPANIES
3. JOHN DEERE REMAN
4. FORVIS
5. MISSOURI STATE UNIVERSITY
6. ASSOCIATED ELECTRIC COOPERATIVE
7. CITY OF SPRINGFIELD
8. SMC PACKAGING GROUP
9. O’REILLY AUTO PARTS
10. AMERICAN NATIONAL
11. COMMERCE BANK
12. COXHEALTH SYSTEMS
13. GREAT SOUTHERN BANK
14. MERCY HEALTH SYSTEMS
15. CENTRAL BANK OF THE OZARKS
16. U.S. BANK
17. TRANSLAND, INC.
18. ARVEST BANK
19. BREAKTHRU BEVERAGE MISSOURI
20. SPRINGFIELD PUBLIC SCHOOLS

2021 CAMPAIGN CABINET

JENA HOLTBERG-BENGE (CO-CHAIR)
GARY GIBSON (CO-CHAIR)
KEVIN AUSBURN
CELESTE CRAMER
JAY GUFFEY
STEPHEN KLEINSMITH
CANDY LETTERMAN
DARLINE MABINS
BRIAN MCDONOUGH
MOREY MECHLIN

JESSICA HARMISON-OLSON
CHARLIE O’REILLY
TODD PARNELL
DANNY PERCHES
GARY SCHAER
RYAN SIVILL
JOE TURNER
LELIA VOSS
MARK WALKER
PAUL WILLIAMS
Workplace campaigns are the cornerstone of United Way of the Ozarks. Campaigns serve as a launchpad for corporate citizenship and allow employees to donate, volunteer and rally around a cause that matters to them. Three Pillar Awards are presented annually following the campaign to recognize the outstanding commitment of individuals and organizations.

2021 PILLAR AWARD HONOREES

- Cindy Norman
  - Outstanding United Way Volunteer
  - Outstanding Community Service

- SMC Packaging Group
  - Corporate Humanitarian of the Year

- American National Insurance
  - Community Partnership

2021 DAY OF CARING
**COMMUNITY ENGAGEMENT**

**Day of Caring** is the largest volunteer event in Southwest Missouri. Local businesses and organizations coordinate teams of employees to spend the day giving back to their community by completing service projects at area nonprofit organizations. Thousands of man-hours are logged in a single day, resulting in “weeks’ worth” of work to benefit nonprofits and the clients they serve. In 2021, more than 800 volunteers participated. 3,704-man hours were logged during two Days of Caring. The value of volunteer contributions in 2021 totaled $89,415.

**Give 5** is a “civic matchmaking” program that connects Springfield-Greene County retirees (and soon-to-be retirees) age “60 or better” with meaningful volunteer opportunities. Participants learn about the most challenging problems facing our community and uncover ways they can help make a difference in addressing those social and systemic issues. On average, graduates of the program give more than 18 volunteer hours per month.
UNITED WAY OF THE OZARKS FINANCIALS

AUDITED FINANCIAL STATEMENTS

JUNE 30, 2021
TOTAL REVENUE
$3,008,591
TOTAL EXPENSES
$2,617,721

REVENUE SOURCES

INDIVIDUAL GIFTS
52.2%
22.8%
CORPORATE GIFTS
17.1%
GRANTS & SPONSORSHIPS
6.0%
SERVICE FEES
1.9%
MISCELLANEOUS
10

TOTAL REVENUE $3,008,591
TOTAL EXPENSES $2,617,721
### IRS Form 990

**JULY 1, 2020 – JUNE 30, 2021**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Program Service Expenses</td>
<td>$1,833,963</td>
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<tr>
<td>Fundraising Expenses</td>
<td>$263,077</td>
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<tr>
<td>Management &amp; General Expenses</td>
<td>$520,681</td>
</tr>
<tr>
<td><strong>Total IRS Form 990 Expenses</strong></td>
<td><strong>$2,617,721</strong></td>
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### Statement of Financial Position

**June 30, 2021**

<table>
<thead>
<tr>
<th>Assets</th>
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</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,360,775</td>
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<tr>
<td>Operating investments</td>
<td>$476,202</td>
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<tr>
<td>Promises to Give, Net</td>
<td>$786,140</td>
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<tr>
<td>Accounts receivable</td>
<td>$2,538</td>
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<tr>
<td>Prepaid expenses</td>
<td>$12,100</td>
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<tr>
<td>Net property and equipment</td>
<td>$169,762</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,807,517</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$41,912</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>$58,992</td>
</tr>
<tr>
<td>Net assets</td>
<td>$2,706,613</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$2,807,517</strong></td>
</tr>
</tbody>
</table>
UNITED FOR CHANGE

The world is changing. Our community is changing.
United Way of the Ozarks is changing with it. To best serve our community, we are focusing on two areas that will make a real impact on its greatest needs.

WE CHAMPION OUR COMMUNITY’S CHILDREN

We want to ensure all children have access to food, shelter and an education.

We invest in programs that help them succeed so when they grow up, they have a chance to end the cycle of poverty.

WE CONSTRUCT PATHWAYS OUT OF POVERTY

We are helping break the cycle of generational poverty.

We help people get jobs, earn better incomes, find safe homes and have access to healthcare, including mental healthcare. We help people become self-sufficient.
Our new Community Investment (CI) strategy will maximize designated funds collected during the annual fundraising campaign to support programs that focus on:

- **Long-term actions designed to address upstream, root causes of social issues.**
- **Short-term strategies that provide immediate safety net services to families in crisis.**
- **New, innovative approaches to address community needs and emerging challenges.**

We believe the best way to attain progress is by bringing people and resources together to drive long-lasting, systemic change. Our CI process is driven by donor-volunteers. They evaluate needs. They strategically direct program investments. They improve lives. They change our community.

To foster this transformation, our CI Committee is comprised of three panels. Each focuses resources to either upstream, safety net or innovative programs. This new strategic approach helps dollars go even further to accommodate both the needs of today and the goal for a brighter future.
We are sharpening our focus on the upstream, root causes of social issues in our community. These systemic efforts will reduce or eliminate barriers to education, workforce training and jobs. They will help address the skills gap in our labor force. Our upstream focus will fund solutions that help individuals and families become self-sufficient. Barriers to self-sufficiency may include the lack of:

**AFFORDABLE CHILDCARE**  **EDUCATIONAL SUPPORT**  **FINANCIAL LITERACY**
**RELIABLE TRANSPORTATION**  **WORKFORCE TRAINING**  **SAFE, STABLE HOUSING**
**ACCESS TO HEALTH (INCLUDING MENTAL HEALTH) & WELLNESS SUPPORT**

United Way of the Ozarks will continue to help lift individuals and families from crisis. Safety net services and resources provide life-sustaining connections and address priority needs such as:
The innovation fund is an open invitation for nonprofits that are ready to pair their desire to create change with an entrepreneurial and competitive spirit. Guided by the efactory – a Missouri State University program – nonprofits have an opportunity to compete “Shark Tank” style for funds to implement innovative solutions for our community.
All nonprofit partners are vetted to ensure their funded programs prepare children to succeed and move adults to stand on their own.
COMMUNITY ENGAGEMENT IN A BOX

The changing dynamic of the workforce demands an overhaul of outdated approaches. The tools employers need to attract and retain talent are easily accessible and proven to work.

Community engagement is a leading element of corporate citizenship that:

- Offers a competitive advantage to an organization
- Boosts corporate brand and reputation within the community
- Creates a more engaging and healthy organization culture
- Helps attract new talent

United Way of the Ozarks offers a variety of opportunities to strengthen corporate citizenship by engaging organizations - and the workforce - in the community.

NEW INITIATIVES

Missouri Apprentice Ready Program is a 5-week training course through the Missouri Works Initiative, a non-profit organization affiliated with the Missouri AFL-CIO. The goal of the program is to create an industry-recognized point of entry into the construction trades for traditionally underrepresented groups, creating a more equitable, inclusive and diverse workforce.

United Way of the Ozark believes in the power of collaboration. We strive to be the convener of resources. By bridging our knowledge of resources in the community, United Way of the Ozarks is able to provide avenues for recruitment of each cohort and connections to resources. To learn more about the Missouri Apprentice Ready Program, visit our blog at uwozarks.org/blog
A one-day professional development program for area employers that combines classroom training with community tours. The program is designed to help employees form deeper connections in our community and your organization through the power of volunteering. By taking part, your organization will:

- Provide a fulfilling day of professional development, allowing your employees to learn about their community and explore ways to engage and make it better.
- Be presented avenues for volunteerism that focus on community needs and the local nonprofits addressing those needs.

New to the Springfield area, Women United will engage current and emerging leaders with our community’s critical needs. Women United will create an expanded network of professional and civic-minded women. Their collective focus on “moving the needle” through philanthropy and civic engagement will create lasting change.

The new Loaned Executive Academy Program (LEAP) is an enrichment program for up-and-coming and seasoned executives. Taught by a faculty of community leaders at the top of their respective fields, loaned executives become more knowledgeable members of their teams and a key constituent in our community. Each will broaden their professional networks by learning more about their community through connections established by assisting with the annual campaign and more.
211 is the federal 3-digit phone number that connects people to caring experts who make finding help easier. 211 maintains a database of local and statewide services and resources. Most people connecting with 211 are seeking assistance to meet basic needs like housing, food, transportation and health care.

The Cancer Fund is a designated collection geared toward cancer patients in need of financial assistance. A cancer diagnosis changes a person’s life. It may also affect their financial situation. Through a partnership with Community Partnership of the Ozarks, the Cancer Fund helps defray expenses, including housing, utilities, and transportation to medical appointments.

The Veteran’s Fund is a designated collection that provides emergency assistance to veterans. It is administered through a partnership with the American Red Cross of Southern Missouri. The most common request is for housing and/or utility assistance.

The AFL-CIO Labor Engagement Partnership connects union employees and their families to services and resources to help build a better, self-sustaining life. It focuses efforts to improve quality of life through health, education, and financial stability initiatives.

The Emergency Food and Shelter Program supplements and expands the work of local social services agencies, both nonprofit and governmental, to help people with economic emergencies. The United Way of the Ozarks administers this federally funded program that is open to all organizations helping address food insecurity and homelessness.
United Way of the Ozarks earned the Guidestar 2022 Platinum Seal of Transparency. The distinction recognizes strong performance across a range of governance, financial and operational dimensions to ensure the funds we raise are maximized in our fight for the health, education and financial stability of our community.

We also met all 20 Standards for Charity Accountability by the Better Business Bureau. The compliance standards are designed to assist donors in making informed giving decisions.