

EXHIBIT 4

TECHNICAL, FINANCIAL AND MANAGERIAL RESOURCES

Technical

Heart of America United Way's provision of I&R services relies on up to date computer systems. The organizational computer server LAN/WAN network has been updated to include the latest IBM hardware and runs the most recent Microsoft operating systems, including both Windows XP and 2003 server. In addition, Office 2003 is used to improve workflow within HAUW offices. Cisco network devices are in place. HAUW has implemented a SonicWALL firewall, and is using the latest in intrusion prevention devices.

In March, 2004, HAUW installed a Sprint Coral telephone system. This is a digital system and is IP capable for QOS. The system is also equipped for implementation of VOIP, call center management, and for the use of soft phones at the desktops of Information and Referral Call Specialists.

The IRis 3.0 upgraded information and referral software has been operational since summer 2003 and aligns HAUW to be fully compliant with Alliance of Information and Referral Systems (AIRS) standards required for call center certification. The IRis software is supported through contract with its developer Suncoast Systems and by an HAUW IT staff of three.

Financial Resources and Staffing

Heart of America United Way is a 501(c) (3) not for profit corporation registered in the states of Missouri and Kansas. HAUW is responsible for the distribution of more than \$30 million and has an annual operating budget of \$5 million.

HAUW has a financial staff of six full-time individuals. HAUW is audited on an annual basis and files an annual Form 990 with the Internal Revenue Service. HAUW is governed by a Board of Directors comprised of community volunteers and business leaders. In addition, a Finance Committee oversees financial management, operations and processes, and provides the Board with recommendations.

Managerial and Operational Staff

The leadership of HAUW has experience in the establishment of Information and Referral and 211 systems. W. Thomas Dugard, HAUW president, held the same position at Triangle United Way when a statewide 211 system was designed and implemented in North Carolina. Mr. Dugard was deeply involved in the 3 year state planning process and in the proceeding in which a pilot project was approved. In addition, Mr. Dugard has 31 years in executive leadership positions in United Way fund-raising to support solutions to community problems.

Vice-President/Direct Services Pat Cundiff has 22 years experience in supervision and operation of an information and referral service and volunteer center.

Operations Manager Bruce Keller has over 25 years experience in management and supervision in both the private sector and non-profit organizations. In addition, he is a disaster response trainer for the American Red Cross and has served in 11 national disasters.

Senior Call Specialist Patt Harvey has 29 years of experience in I&R and is an AIRS Certified Information and Referral Specialist, with additional expertise in resource data management, resource data research, and community organizing.

Resource Data Specialist Jennifer Miller has four years of experience in development and maintenance of the HAUW resource database. In addition, she is an AIRS Certified Resource Specialist; has been cross-trained to serve as an I&R call specialist, and has completed a course in Spanish for social service agency intake workers.

The call center for 211 is currently staffed by 3 full time Call Specialists, two of whom are AIRS certified, and 19 part time Call Specialists, most with direct work experience in health and human service agencies. All Call Specialists are eligible to test for AIRS certification following one complete year of employment.