



Mission: We work from the heart to unite caring people to tackle our community's toughest challenges.

AGENDA

TIME	TOPIC	WHO	DESIRED OUTCOME
7:30am	Opening Remarks <ul style="list-style-type: none"> • Call to Order/Welcome • Approval of Minutes from November 17, 2015 	Jamey McCormick Board Chair	ACTIONS: Approval of Minutes
7:35am	Finance	Jennifer Nino Treasurer Pete Grignon CFO	Information/Discussion
7:40am	President's Report <ul style="list-style-type: none"> • Priorities for the year • ALICE 	Dona Ponepinto	Information/Discussion
7:55am	Campaign Cabinet Updates <ul style="list-style-type: none"> • Gap Strategies • Board Involvement 	Dona Ponepinto	Information/Discussion
8:25am	Governance Update <ul style="list-style-type: none"> • Board Positions 	Linda Nguyen	Information/Discussion
8:45am	Community Impact Update	Matt Levi	Information/Discussion
9:00am	Adjournment <ul style="list-style-type: none"> • Next meeting: February 17th 	Jamey McCormick	

**United Way of Pierce County
Executive Committee**

November 17, 2015
7:30 – 9:00 am

United Way of Pierce County
1501 Pacific Avenue, 4th Floor

**Jamey McCormick, Presiding
MINUTES**

Executive Committee Members

Jamey McCormick	Matt Levi	Kent Roberts	Jo Anne Coy
Linda Nguyen	Jennifer Nino	Rick Meeder	Patty Rose
UWPC Staff: Dona Ponepinto, Pete Grignon, Heidi Hansen			

Call to Order/Welcome

Jamey called the meeting to order at 7:35am

Approve Minutes from October 21, 2015

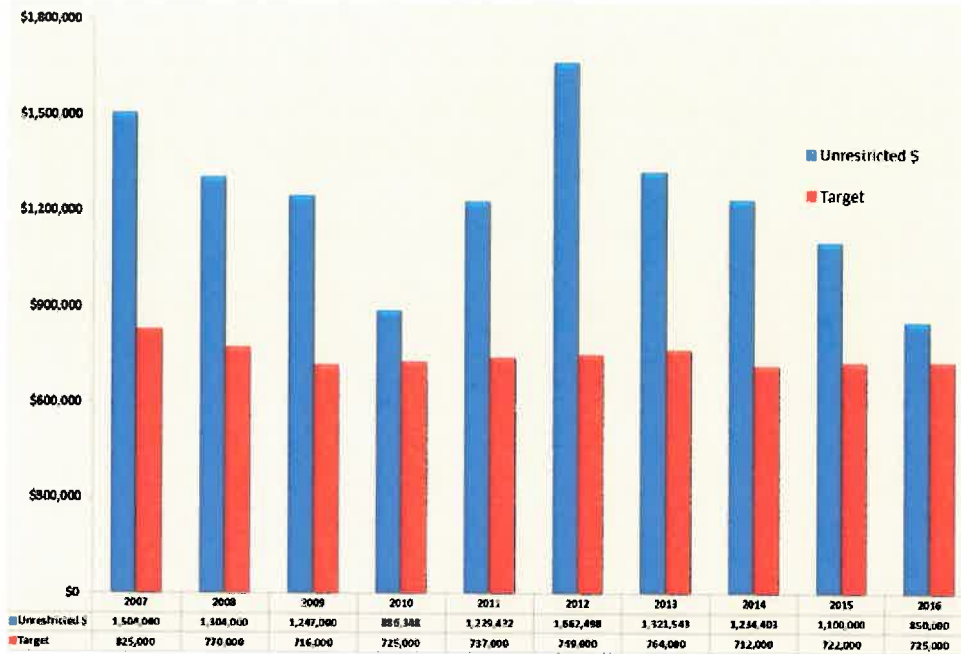
M/S/C

Finance

Pete and Jennifer gave a full review of the 2016 budget (see attached budget narrative). Agenda items:

- **Budget Process/Timeline**
 - Management team prepared and reviewed in October
 - Finance Committee Review - Today
 - Executive Committee Review – November 17
 - Board Study/Approval Session – December 16
- **Financial State of UWPC**
 - **Unrestricted Reserves** – Projected year-end 2016 at \$850,000 after proposed use of \$250,000 to fund agency investments in 2016; above 3 month minimum of \$725,000 – Context to come later in this presentation
 - **Community Campaign Revenues** – estimated decrease of \$100,000 in contributions from Employees Community Fund of Boeing Puget Sound, Intel and Nordstrom
 - **Uncollectible Rate on Pledges**– 3.75%; United Ways our size avg. 7.2%
 - **Impact Dollars** – Looking to grow grants. Focus on 2-1-1, Hunger and CSF
 - **Unrestricted Dollars** – We are doing all the right stuff with CRM strategies
 - **Building** – 100% occupancy and final year of \$102,500 payment to Boys and Girls Clubs for their Hope Centers
 - **Endowment** – approximately \$3.5M. Gearing up for 100 year anniversary campaign – 2021. Goal of 100 legacy donors, current or deferred gifts
 - **Leadership Donor Retention** – Increased 3% from 69% to 72%; added 25; goal is to increase retention to 80%
 - **Areas at Risk**
 - **Employee Community Fund of Boeing Puget Sound** - Expecting further decreases in coming years, although we may be able to ameliorate as they are allowing us in the workplace again. We also need a unified strategy with all United Ways educating Boeing on the value of their investment
 - **CFC CAMPAIGN** – The campaign ends in 2016. A loss of \$820,000 will cause costs to jump by 2%. UWPC only receives about 2,500 directly from the campaign. Since we don't recognize the revenue until the following year (2017) we will have until the end of 2018 to make up the loss.

- **Unrestricted Reserves (undesignated) with Minimum Reserve Target – Est 2015 -16**



- **Revenue Projection** - Forecasting 3.0% decrease of (\$150,000) in 2015-16 community campaign. Anticipating growth of 24% in grants, or \$82,000. We could realize more if Center for Strong Families takes off. Decreases in program income; (\$93,650) Mainly Gifts in Kind program donations which are expected to decrease due to losing some space to the new child care center in our building.

- **Proposed Budget Forecast - Big Picture Numbers**

- **Resources** - Decrease of (\$364,040)

Net campaign resources and grants (\$140,341)

Program/Event Support:

Event Income	10,000	
Program/Contracts	(3,650)	
GIK (non cash)	<u>(100,000)</u>	(93,650)

Other Support:

Investment Income	4,000	
*Carryover grants	(189,049)	
Board designated impact carryover	50,000	
Other	<u>5,000</u>	(130,049)

TOTAL RESOURCES (\$364,040)

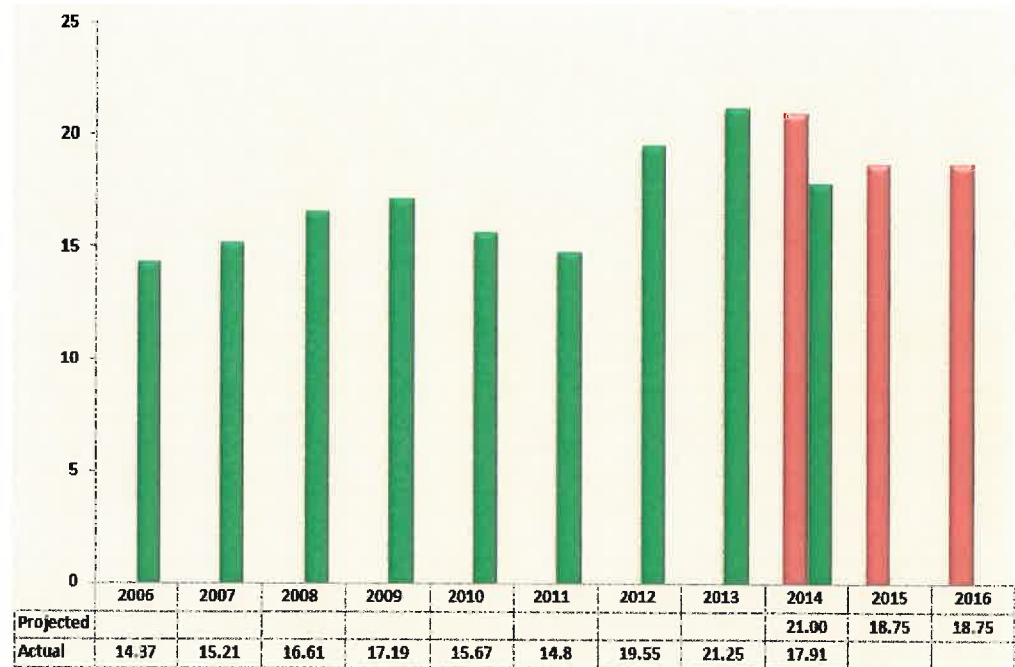
*Carryover grants from 2014 to 2015. \$139,000 is early learning which will now go directly to First Five Fundamentals; Cheney technology grant of \$50,000 not renewable until 2016.

- **Community Investments** - Decrease of (\$261,951)

*Community Impact Fund	(99,831)
GIK – smaller space when daycare moves in	(100,000)
Donor Designations	(50,000)
CFC, CFD, UWPC Community Programs	(12,120)
TOTAL COMMUNITY INVESTMENTS	<u>(261,951)</u>

*We will be spending a smaller amount of our flexible impact reserve in 2016; less money directed from donors to our focus areas; three agency programs no longer receiving funding.

- **Personnel Line Items - Salaries and Benefits** - Increase of \$8,220. This area includes \$72,000 of grant reserve funding from a prior year Boeing grant for an evaluator position. Without the addition, this area would have a decrease of \$63,780.
- **Non Personnel Highlights** - Increase of \$7,402. Reduction in most line items. Increases in supplies of 7,000 for a small federal grant (40% match requirement) awarded for volunteer engagement and \$22,000 in volunteer travel reimbursement for RSVP (Federal Retired Senior Volunteer Program). Taking the above into consideration, non-personnel line items decreased for the second year in a row.
- **Overhead Projection** – Administrative costs with projected cost for 2015 and 2016 (5y year average 17.84%)



- **Decision on items for consideration** - After the Finance Committee met, we learned we are receiving significantly less at this time of the year from George Russell. 2014 gift of \$450,000: \$350,000 was designated; \$100,000 unrestricted to basic needs programs in our current three year investment cycle. 2015 gift \$114,000: \$64,000 to basic needs programs, \$50,000 designated. We will have a chance after the first of the year to make another ask. We want to be conservative, so we are proposing to reduce revenues by \$250,000 and designations by \$245,000, net effect is \$5,000.

Proposing \$250,000 from reserves to continue funding agency programs for final year of three year investment cycle. Finance Committee proposed \$240,000 prior to the new information above.

We will also be contributing \$20,000 (out of reserves) to the Labor Program as we have in the past. The last two years this has come out of operations, prior years it was a line item and it will be put back in.

Motion: Forward the proposed budget with \$250,000 from reserves to the board. **M/S/C.**
The motion was amended to include the \$20,000 for Labor for a total of \$270,000. **M/S/C.**

President's Report

- **TNT Editorial** – Dona, Jamey and Nicole will be meeting with the editorial board today. Because the ALICE report is not ready, so it will not be the main topic. Dona will talk about the “I Will” campaign. Hopefully we can meet with them again after the new year.
- **ALICE Report** – The draft is complete; it is currently being reviewing. JayRay will help with the roll-out. Because it is so close to the holiday, the launch will be after the holidays. Would like to plan a summit “Pathways out of Poverty”. Dona will be asking Kathi Littman, The Greater Tacoma Community Foundation, to partner with us.

2016 Strategic Plan – open discussion regarding what members see for 2016.

- Jamey – we have made bold moves and decisions this year and progressing with CSF, would like to see this work continue. Our mission is clearer.
- Matt – excited about the new year and our work with community impact.
- Jo Anne – looking at the world as a whole, trends are improving.
- Jennifer – lots of ground work has been done, now it's time to execute our plans.
- Rick – more work on the Why. Need to work on grants for CSF. We need to make a case on a broader scale, crisp compelling g message.

Adjourn - Jamey adjourned at 9:00am

**UWPC – TREASURER’S REPORT
As of November 30, 2015**

SELECTED FINANCIAL INFORMATION

PLEDGES - 2014-15 CAMPAIGN

Final pledge revenue came in at **\$5,917,334**. We finished at 96% of our budget goal (\$247,508 short) compared to 100% prior year and 91% two years ago. However, we will make it up with departmental expenditures, currently \$413,000 under, and designations that came in under by \$215,000 from our original estimate. This will be the last report on this campaign.

COLLECTIONS

Collections of dollars on pledges for the 2014-15 campaign are 83.58%, last year 84.76%; two years ago 83.89%. Our normal range in year over year comparison is 0-3 percent difference due to timing of pledge payments.

Also, we have over collected on the prior year 2013-14 campaign by \$48,000. We were expecting to collect 96.25% of pledges, but now have collected 97.25%!

ENDOWMENT

The endowment stands at \$3,676,704 compared to \$3,667,608 prior year. This has been a flat year for the market.

OTHER DISTRIBUTIONS

We are over by \$161,000. This is money paid out from a grant received in the prior year for basic needs. We did not budget for this in the 2015 budget as it was a new grant and we didn't know how the funds would be expended. There is no effect on general reserves.

FUNCTIONAL EXPENSES (DEPARTMENTAL EXPENDITURES)

We are under budget by \$413,000. Salary and benefit line items are from hiring lags and attribute to \$310,000 of the savings. Other line items are related to timing differences in expenditures.

Line Items over by \$5,000:

Interest Expense and Miscellaneous – Hiring expenses and fees related to electronic pledging are the bulk of this item.

BUILDING

The Children's Museum will open up their child care center February 1, 2016. Rent begins in January, 2106. We will be back to 100% occupancy! The second to last payment was made in November to the Boys and Girls Clubs for their Hope Centers. A transfer payment will be made in December from our building account to United Way. This will leave us with about \$130,000 in our building fund, our lowest amount since we opened in 1995. We will begin to slowly build reserves and without any unexpected costly repairs, should be able to make the final payment to the Boys and Girls Clubs in fall 2016.

UNITED WAY OF PIERCE COUNTY SELECTED FINANCIAL INFORMATION

AS OF NOVEMBER 30 2015			
2014-15 Community Campaign Budget Goal			6,164,842
Pledges Received			(5,917,334)
Pledges needed to reach Community Campaign Budget Goal			247,508
Community Impact Budget Goal			\$688,000
Pledges Received			(434,126)
Pledges (over) under Goal			253,874
2014-15 CAMPAIGN PERCENT COLLECTED			
COLLECTIONS - SAME MONTH PRIOR YEAR			83.58%
COLLECTIONS - SAME MONTH TWO YEARS AGO			84.76%
			83.89%
BALANCE SHEET INFORMATION:			
	2015	2014	
Cash & Short Term Investments	\$2,064,595	\$2,333,095	
Unrestricted Asset Balances			
Building - Betye Martin Baker Human Service Ctr	3,177,556	3,263,263	
Equipment	174,436	99,458	
Endowment	3,676,704	3,667,608	
Undesignated	748,554	889,343	
STATEMENT OF ACTIVITIES INFORMATION:			
	2015 Y-T-D	2015 Y-T-D	2015
	ACTUAL	BUDGET	FULL YR BUDGET
Campaign Total (2014-15 Campaign)	\$5,917,334	\$6,164,842	\$6,164,842
Designations (estimated)	(2,191,388)	(2,375,000)	(2,375,000)
Provision for Uncollectibles	(193,307)	(193,307)	(193,307)
Other revenues, gains and support	832,475	1,033,000	1,097,063
Net Campaign, Support & Revenue	4,365,114	4,629,535	4,693,598
Funded Partners	(1,086,607)	(1,100,000)	(1,200,000)
Impact	(296,306)	(504,150)	(518,900)
Functional Expenses & Dues (Incl UWPC Program)	(2,289,324)	(2,692,997)	(2,965,049)
Other Distributions	(266,356)	(105,000)	(105,000)
Depreciation on Equipment	(44,000)	(17,417)	(19,000)
NET REVENUE(EXPENSE)	648,876	209,971	(114,351)
BETYE MARTIN BAKER HUMAN SERVICE CENTER			
	2015 Y-T-D	2015 Y-T-D	
As of NOVEMBER 30 , 2015	ACTUAL	BUDGET	
Net Inc./Loss) - per books	(73,896)	(143,718)	
Net Inc./loss) - cash flow	45,509	(80,267)	
	2015	2014	
Cash Position	230,209	176,581	
Miscellaneous Payables	0	0	
Long Term Debt	0	0	

UWPC BALANCE SHEET

1	<u>ASSETS</u>	11/30/15
2	Cash and Short Term Investments	\$2,064,595
3	Long Term Investments	\$3,554,859
4	Other Investments (Chihuly)	83,000
5	Gifts In Kind Inventory	8,120
6	Grants/other Receivable	13,947
7	Promises Receivable 2014 Campaign - less Allowance (\$193,307)	1,577,106
8	CFC receivable - 2014 - less allowance (\$13,252)	13,685
9	Furniture, Fixtures and Equipment - net of	
10	accumulated depreciation - (\$612,367)	172,186
11	Building -Betye Martin Baker Human Service Center	3,177,556
12	Permanently Restricted Investments	102,452
13	Prepaid expenses	42,369
14	CFC Prepaid Expenses	111,419
15	Total Assets	<u>\$10,921,294</u>
16	<u>LIABILITIES AND NET ASSET BALANCES</u>	
17	Liabilities and deferred support:	
18	Accounts Payable	\$42,017
19	Designations payable	160,774
20	2015 Campaign	\$1,377,673
21	Grants payable	\$98,560
22	Remaining budget	808,428
23	Total liabilities	<u>\$2,487,453</u>
24	Net Asset Balances	
25	Unrestricted	
26	Building -Betye Martin Baker Human Service Center	3,177,556
27	Equipment	174,436
28	Board Designated - Impact	69,704
29	Board Designated - Endowment	3,425,719
30	Undesignated	748,554
31	Subtotal Unrestricted	<u>7,595,969</u>
32	Temporarily & Permanently Restricted	
33	Temporarily Restricted	368,087
34	Donor Designated - Impact	367,334
35	Permanently Restricted	102,452
36	Subtotal Temporarily Restricted	<u>837,872</u>
37	Total net asset balances	<u>8,433,841</u>
38	Total liabilities and net asset balances	<u>\$10,921,294</u>

UWPC STATEMENT OF ACTIVITIES
For the eleven months ending
November 30, 2015

	YTD Actual	YTD Budget	YTD Variance	2015 Budget	% Budget
1 TOTAL CAMPAIGN (2014-15)	\$5,917,334	\$6,164,842	(\$247,508)	\$6,164,842	95.99%
2 Donor Designated - Est.	(2,191,388)	(2,375,000)	183,612	(2,375,000)	92.27%
3 2014-15 Campaign - Undesignated	3,725,946	3,789,842	(63,896)	3,789,842	98.31%
4 Allowance for uncollectibles	(193,307)	(193,307)	0	(193,307)	100.00%
5 Impact including Early Learning	348,049	643,000	(294,951)	688,000	50.59%
6 Bequests	0	0	0	0	0.00%
7 Campaign - prior year	58,060	10,000	48,060	10,000	580.60%
8 Restricted support	0	0	0	0	100.00%
9 Total Public Support	3,938,748	4,249,535	(310,787)	4,294,535	91.72%
10					
11 Other Support & Revenue					
12 Program & Event Income	323,146	295,000	28,146	299,063	108.05%
13 Investment income	29,079	18,333	10,746	20,000	145.40%
14 Realized gain/loss	12,454	0	12,454	0	0.00%
15 Miscellaneous	61,687	66,667	(4,980)	80,000	77.11%
16 Total Other Revenue	426,366	380,000	46,366	399,063	106.84%
17 Total revenues, gains & other	4,365,114	4,629,535	(264,421)	4,693,598	93.00%
18 Community Investments & Expenses					
19 Investments and grants:					
20 CSF to agencies	1,086,607	1,100,000	(13,393)	1,200,000	90.55%
21 Payments to affiliates	77,312	68,000	9,312	68,000	113.69%
22 Impact Funding	296,306	504,150	(207,844)	518,900	0.00%
23 Other distributions	266,356	105,000	161,356	105,000	253.67%
24 Total investments and grants	1,726,581	1,777,150	(50,569)	1,891,900	91.26%
25 Functional expenses:					
26 Salaries	1,447,134	1,614,460	(167,327)	1,768,121	81.85%
27 Employee Benefits & P/R taxes	360,070	502,325	(142,255)	547,991	65.71%
28 Professional fees	60,087	60,662	(575)	74,550	80.60%
29 Advertising/Promotional Items	25,013	27,167	(2,154)	33,500	74.66%
30 Supplies	18,791	24,084	(5,293)	26,072	72.07%
31 Telephone, fax	12,029	22,293	(10,264)	24,493	49.11%
32 Postage and shipping	9,843	15,646	(5,803)	21,175	46.48%
33 Occupancy	32,061	30,735	1,326	33,868	94.67%
34 Maintenance and Software Support	57,752	70,138	(12,386)	83,059	69.53%
35 Printing and publications	43,385	74,384	(30,999)	87,634	49.51%
36 Travel - volunteers & staff	53,277	71,546	(18,268)	81,625	65.27%
37 Conferences & Special Events	63,417	87,202	(23,785)	90,055	70.42%
38 Membership dues	6,788	12,755	(5,967)	12,805	53.01%
39 Interest Expense & Misc.	22,365	11,600	10,765	12,100	184.83%
40 Total expenses before deprec.	2,212,012	2,624,997	(412,985)	2,897,049	76.35%
41 Depreciation	44,000				
42 Total Functional Expenses	2,256,012				
43 Remaining Budget	808,428				
44 Net Revenue	(\$425,908)				
45 Asset Balances, Beginning of Year	11,261,956				
46 Assets Released From Restriction	(2,402,207)				
47 Net Asset Balances 11/30/2015	\$8,433,841				