



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 December 16, 2015 • Brief Welcome from the YMCA 	Jamey McCormick Board Chair	ACTIONS: Approval of Minutes
7:40am	Financial Updates <ul style="list-style-type: none"> • Read Only 	Jennifer Nino Pete Grignon	Information/ Discussion
7:45 am	President's Report <ul style="list-style-type: none"> • 2015 Successes and the Year Ahead • ALICE • RD Realignment • South Sound Together 	Dona Ponepinto President and CEO	Information
8:00am	Campaign – Deep Dive <ul style="list-style-type: none"> • Closing the Gap 	Dona Ponepinto Linda Kaye Briggs	Information/ Discussion
8:45am	Community Impact <ul style="list-style-type: none"> • 2017 Investment Plan and Process 	Matt Levi	Generative Discussion
9:00am	Board Goals and Individual Plans	Linda Nguyen	Updates
9:15am	Tour of University YMCA	Zack Druce Associate Executive Director	Information
9:30am	Adjournment <ul style="list-style-type: none"> • Next meeting – March 25th 	Jamey McCormick	

**United Way of Pierce County
Board of Directors**

December 16, 2015
4 - 5:30pm

United Way of Pierce County
1501 Pacific Ave, Ste 400

**Jamey McCormick, Presiding
Minutes**

Elizabeth Bailey	Amy Eveskeige	Rick Meeder	Dirk Raddau	Kristen Sawin
Bill Berry	David Graybill	Marilyn Mullenax	Rich Rocks	Jackie Yeh
Tonya Burnett	Tim Holmes	Linda Nguyen	Kent Roberts	Katherine Cavanaugh
Sebrana Chambers	Rod Koon	Jennifer Nino	Brenda Rogers	
JoAnne Coy	Matt Levi	David Pearson	Patty Rose	
Gerald Denman	Jamey McCormick	Linda Proett	Carla Santorno	

UWPC Staff: Dona Ponepinto, Pete Grignon, Lindsay Tracy, Ted Smith, Heidi Hansen

Call to Order/Welcome

Jamey called the meeting to order at 4:00pm

Approve Minutes from November 13, 2015

M/S/C

Financial

Pete and Jennifer gave a full review of the proposed 2016 budget (attached). Highlights below:

Financial State of UWPC:

- **Unrestricted Reserves** – Projected year-end 2016 at \$830,000 after proposed use of \$270,000 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 \$400,000 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 and Weyerhaeuser**
 - 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
 - Weyerhaeuser moves to downtown Seattle
- **CFC Campaign**
 - CFC campaign ends in 2016
 - 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.

Motion to accept the 2016 Budget as proposed: \$270,000 from reserves to continue funding agency programs for final year of three year investment cycle. **M/S/C**

President's Report

- **ALICE Report** – Dona will send the link to the full report (over 300 pages) to the Board, this is still under embargo until January 17th. We will have talking points for ALICE. Cambia/Regence donated \$2,000 thanks to Linda Proett. Dona, Jamey and Nicole will be meeting with the TNT editorial board today. Since we can't talk about ALICE yet, will get another editorial soon.
- **Hunger Initiative/Vans** – The vans wrap has been approved, and will be ready soon. Vans could be used for the Farmers Market. A business plan is being worked on. We will seek additional funds from George Russell Fund. EFN currently owns the vans, but will be used by many.
- **Crockpot Project** – We funded Key Peninsula \$5,000 to purchase 275 crockpots. Soup kits will be made to put inside then given to families.
- **Strategies for Closing the Gap** – RFQ was sent out earlier this month. Six agencies are interested, 4 co-location and 2 single based. Corey Mosley has been hired as Manager, Family Stability Initiative. Lindsay received a donation of \$10,000 from Washington State Employees Credit Union for CFS and will get another \$10,000 in January. She made this connection at our Day of Care. Dona meet with Councilmen Talbert & Richardson, they are very interested in this project. Hopefully we can get some funds in the 2017 budget.
- **Closing the Gap** – Linda Kaye Briggs is working with the RD team and Campaign Cabinet on this and has developed a Top 10 Strategies and you will hear more in January. We are planning a past board members and campaign chairs luncheon
- **Tacoma Urban League** – Received a \$200k grant to help build organization that serve the African American community.
- **Yearend Giving** – the "I Will" campaign has had good results. Our intern, Christiana, has done a great job on the videos.
- **Campaign** – We benchmarked \$2.8M and are at \$2.897M.

Advocacy Committee Update

Patty and David presented the advocacy agenda as follows:

Our 10-Year Goals

By 2024, United Way of Pierce County will, in collaboration with community partners, help break the cycle of poverty by removing barriers and focusing on long-term solutions.

- **Ensure a Strong Start for Kids:** Increase the number of low-income children ready for kindergarten from 44 percent to 90 percent.
- **Ensure Early Grade Success:** Increase the number of low-income children reading at grade level by the end of the third grade from 75 percent to 90 percent.
- **Build Strong Families:** Increase the number of low-income families that are financially stable by 4,000.
- **Meet the Basic Needs of families and individuals** through investments in food, housing and other essentials.

Ensure a Strong Start for Kids:

Ask: Continued investments in and implementation of quality early learning programs via the bipartisan Early Start Act, particularly in increased access to ECEAP (more than 10,000 three and four year olds eligible for ECEAP do not have slots available), quality child care, and home visiting.

Research overwhelmingly demonstrates that quality early learning is the best long-term investment that government can make to increase positive social and economic outcomes in a child and family's lives and, at the same time, decrease overall societal costs.

United Ways throughout Washington support the multi-year plans and goals developed statewide that close the opportunity gap (between low income children and children of color and higher income children) and ensure all children enter kindergarten ready to succeed. In addition, United Way recognizes the key role that quality early learning plays in K-12 school success and the importance of human services since we know that sick, hungry, homeless kids cannot learn. Cuts to early learning and human services for families and children could undermine K-12 school reform efforts.

Build Strong Families/Basic Needs and Supportive Services:

Ask: Sustain and increase the state investment for WIN 2-1-1.

This allocation needs to increase and is critical for our local 2-1-1 operation as it provides the assurance that the centralized technology allows the 3 digit number and other features of the system to continue to support the local efforts. Vulnerable people need an easy, non-bureaucratic mechanism to connect to faith-based, non-profit and public resources in their time of need.

Ask: Sustain and increase the State Housing Trust Fund; Housing and Essential Services (HEN) funding; and Temporary Assistance for Needy Families (TANF).

These programs are necessary in order to enable at risk young families to be stable in terms of housing and food so that they and their children can be in an environment that allows them to benefit from our early childhood efforts in early learning, K-3rd grade and family stability.

Motion to accept the Advocacy agenda as presented. **M/S/C**

Adjourn

Jamey adjourned the meeting at 5:30pm

Holiday party in the lobby

2015 - 2016							
Board of Directors	5/29/15	6/26/15		8/28/15	9/25/15	11/13/15	12/16/15
Elizabeth Bailey	1		J		1	1	1
Bill Berry	1		U	1	1		1
Tonya Burnett	1	1	L	1			1
Sebrena Chambers	1	1	Y	1	1		
Jo Anne Coy	1			1	1	1	1
Gerald Denman	1		C				
Amy Eveskcige	1		A				
David Graybill	1	1	N	1	1	1	1
Tim Holmes	1		C	1			
Rod Koon	1	1	E		1		1
Matt Levi	1		L	1	1	1	1
Jamey McCormick	1	1	E	1	1	1	1
Rick Meeder	1	1	D	1	1	1	1
Marilyn Mullenax	1	1		1	1		1
Linda Nguyen	1	1		1	1		
Jennifer Nino	1			1	1		1
David Pearson		1		1		1	1
Linda Proett				1	1	1	1
Dirk Rabdau				1	1		
Rich Rocks				1	1	1	1
Kent Roberts	1	1		1	1		
Brenda Rogers	1	1		1	1		1
Patty Rose	1			1	1	1	1
Carla Santorno	1	1		1			
Kristen Sawin	1			1			
Total meeting Attendance	21	12		21	18	10	16

Executive Committee	5/20/15	6/17/15	7/15/15	8/19/15	9/16/15	10/21/15	11/17/15	Dec	1/20/16
Jamey McCormick	1	1	C	1	1	1	1		
Linda Nguyen	1	1	A	1	1	1			1
Matt Levi		1	N	1	1	1	1		1
Jennifer Nino	1	1	C		1	1	1		1
Rick Meeder	1		E	1	1	1	1		1
Kent Roberts	1		L	1		1			1
Patty Rose		1	E	1					
Jo Anne Coy		1	D	1	1	1	1		1
Total meeting Attendance	5	6		7	6	7	5		6

Governance Committee	6/9/15	8/11/15	10/13/15	12/8/15
Linda Nguyen - Chair	1	1	1	
Jamey McCormick	1	1	1	1
Matt Levi	1	1	1	1
Elizabeth Bailey	1	1	1	
Kristen Sawin				
Rick Meeder	1	1	1	1
Tim Holmes	1			
Bill Berry	1			1
Total meeting Attendance	7	5	5	4

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 tags 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			83.58%
COLLECTIONS - SAME MONTH PRIOR YEAR			84.76%
COLLECTIONS - SAME MONTH TWO YEARS AGO			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	

ALICE IN PIERCE COUNTY



Have You Met ALICE?

You may not know it, but the answer is yes. In fact, you know many ALICES.

ALICE is a United Way acronym for Asset Limited, Income Constrained, Employed. United Way of Pierce County partnered with the United Ways of Pacific Northwest to develop the ALICE report, providing a comprehensive picture of financial need across Idaho, Washington and Oregon beyond traditional federal poverty guidelines. Before this study, ALICE was a population and community issue without a name or face.

ALICE represents the men and women of all ages and races who get up each day to go to work, but who aren't sure if they'll be able to put dinner on the table each night. ALICE is your child care worker, mechanic, home health aide, store clerk, and office assistant – all workers essential to you and to our community's success.

Sadly, the number of Pierce County households who are ALICE – living paycheck to paycheck, struggling to afford life's basic necessities – far exceeds official federal poverty statistics. Despite the combination of ALICE's wages and some public assistance, ALICE households still face an average 25 percent income gap in order to reach financial stability.

For more information on ALICE visit www.uwpc.org/ALICE.

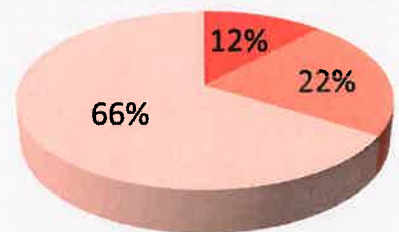
What the Research Revealed in Pierce County

Population: 819,743

Number of Households: 302,287

Median Household Income: \$57,660
(state average: \$58,405)

Unemployment Rate: 9.5%
(state average: 7.9%)



■ Poverty: 36,274 households

■ ALICE: 66,503 households

■ Above AT: 199,509 households

One in Three in Pierce County is struggling to make ends meet.

GIVE. ADVOCATE. VOLUNTEER. LIVE UNITED™

uwpc.org/ALICE | 253.272.4263

REASONS WHY ALICE EXISTS

ALICE lives in every community. Surprisingly, nearly half of Pierce County's 65 towns have 30 percent or more households earning less than what is needed to afford the basics. While each ALICE family has its own set of unique circumstances, two primary factors emerged from this study:

High Cost of Living

Based on the newly developed Household Survival Budget, it takes more than double the U.S. poverty rate of \$23,550 for a family of four to afford the essentials.

Despite working, ALICE and poverty-level households often need assistance to meet their most basic needs. Frequently, many of these households are still unable to make ends meet on a monthly basis. This gap in income forces families to make tough decisions like whether to pay an electric bill or fill a prescription, buy food or fill their gas tank.

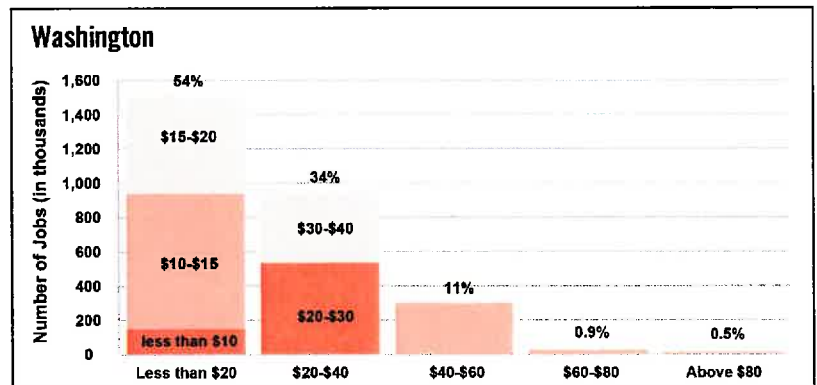
Household Survival Budget, Pierce County		
	SINGLE ADULT	2 ADULTS, 1 INFANT, 1 PRESCHOOLER
Housing	\$608	\$964
Child Care	\$-	\$1,309
Food	\$191	\$579
Transportation	\$322	\$643
Health Care	\$114	\$456
Miscellaneous	\$138	\$421
Taxes	\$149	\$261
Monthly Total	\$1,522	\$4,633
ANNUAL TOTAL	\$18,264	\$55,596
Hourly Wage	\$9.13	\$27.80

Source: U.S. Department of Housing and Urban Development (HUD), U.S. Department of Agriculture (USDA), Bureau of Labor Statistics (BLS), Internal Revenue Service (IRS) and state Treasury, and ChildCare Aware, 2013; American Community Survey, 1 year estimate.

Lack of High-Paying Jobs

ALICE provides vital services to our community – such as child care, health care, security, and retail services – yet is unable to make ends meet on the income these jobs provide.

The Pierce County economy is increasingly dependent on low-paying, service jobs. More than half of all jobs in Pierce County pay less than \$20/hour (\$40,000/year if full-time). These jobs are projected to grow at double or triple the rate of medium- and high-skilled jobs over the next decade across Pierce County.



Source: Bureau of Labor Statistics, 2013b

ALICE by Race/Ethnicity

ALICE is men and women, young and old, of all races. Nearly 20 percent of the ALICE population is white while 37 percent are Hispanic, 29 percent African American and 17 percent Asian. Black and Hispanic households are still over-represented as a percentage of ALICE households, but overall, the race and ethnicity of ALICE households fairly closely mirrors that of the Pacific Northwest population as a whole.

	Poverty	ALICE	Above AT
Asian HHs	12%	17%	71%
Black HHs	22%	29%	49%
Hispanic HHs	12%	37%	51%
White HHs	10%	19%	70%

Source: American Community Survey, 2013, and the ALICE Threshold, 2013

United Way of Pierce County - 2015/2016 Board Goals

Individual Board Member Action Plan

INCREASE ANNUAL REVENUE TO SUPPORT COMMUNITY INVESTMENT AND UWPC PROGRAM. Exceed the 2016 campaign goal.

Make a meaningful personal financial contribution at the Leadership level

Leadership Level Gift - minimum \$1,000 unrestricted donation (100% tax deductible)

\$

Actively support Resource Development/Stewardship activities (every board member participates in a minimum of five per year)

Check a minimum of 5

Host a cultivation /recognition event:

Emerging Philanthropist Event

Women's Leadership

Tocqueville

Provide testimonials at events/Company campaign events:

1)

2)

Initiate or accompany UWPC staff on CEO/Company Calls:

1)

2)

Provide us with the opportunity to speak at your company during the campaign season

1) Executive/ Leadership Team

2) Employees

Attend other events/Get your Company involved:

1) Day of Caring

2) Day of Action

Support UWPC Outreach efforts to new business prospects (by providing 3- 5 contacts)

1)

2)

3)

4)

5)

Support our Major Gifts effort by connecting us with high end donors and other high end prospects (open doors for us)

1)

2)

Initiate follow-up phone calls to Leadership, Loyal and Lapsed Donors

Donor Thank you calls (5 to 10 calls)

number of calls - _____

Participate in at least one Thank a thon event a year # of thank a thons _____

Write Thank you notes to donors - # of notes _____

Support Affinity Group Strategy by attending events and identifying candidates

Women's Leadership Event

Emerging Philanthropist Event

Identify Candidates

Campaign Executives events:

Welcome Picnic

December Celebration

Increase Annual Revenue

Provide Effective Leadership and Governane

PROVIDE EFFECTIVE LEADERSHIP/GOVERNANCE AS A HIGH-PERFORMING BOARD	Check box to Agree
Increase individual board member engagement, participation and feedback	
Attend 75 % of the board meetings in person or via conference call	
_____ % of board meetings will attend	
Review materials prior to meeting and participate actively in discussion of key issues	
I will actively participate in board meetings	
80% of Board members in attendane will complete board meeting evaluation promptly via Survey Monkey	
I will complete board evaluations after every meeting that I attend	
Respond promptly to email requests for input/feedback from board leadership/CEO	
Attend the Annual Community Celebration Breakfast	
Join and actively participate in at least one board committee (standing or ad hoc)	
Committee Name _____ # of Meetings Attended _____	
Advocacy Committee	
Campaign Cabinet	
Community Impact Cabinet	
Endowment Committee	
Executive Committee	
Finance Committee	
Governance Committee	
Impact Advisory Councils	
Marketing Committee	
Tocqueville Committee	
Other Support/Assistance/Guidance	
Complete annual performance assessments as required (board, CEO, organization)	
1) Board Assessment (every three years)	
2) CEO Assessment	
Be an effective ambassador for UWPC; participate in UWPC volunteer/outreach events	
Describe	
Participate in oppotunities to educate/advocate on behalf children and families	
Describe	

SIGNATURE: _____

DATE: _____