



**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"> <li>• Call to Order/Welcome</li> <li>• Approval of Minutes from February 17, 2016</li> </ul>	Jamey McCormick Board Chair	<b>ACTIONS:</b> Approval of Minutes
7:35am	Finance Update	Elizabeth Bailey Treasurer  Pete Grignon CFO	Information/Discussion / Action
7:45am	President's Report <ul style="list-style-type: none"> <li>• Staffing Updates</li> <li>• 211 25<sup>th</sup> Anniversary</li> <li>• Business Plan - What does success look like in 2014?</li> </ul>	Dona Ponepinto President	Information/Discussion
8:00am	Campaign Update <ul style="list-style-type: none"> <li>• Current campaign status</li> <li>• Tocqueville strategies</li> <li>• Plan B – What if we aren't able to close the gap?</li> </ul>	Dona Ponepinto	Information/Discussion
8:30am	Community Impact <ul style="list-style-type: none"> <li>• CSF status</li> <li>• 2017 Investment Plan               <ul style="list-style-type: none"> <li>○ Financial model discussion</li> <li>○ metrics</li> </ul> </li> </ul>	Matt Levi  Dona Ponepinto  Lindsay Morgan Tracy VP Community Impact and Engagement	Information/Discussion /Action
8:50am	Governance Update	Linda Nguyen	Information/Discussion /Action
9:00am	Adjournment <ul style="list-style-type: none"> <li>• Next meeting: April 20<sup>th</sup></li> </ul>	Jamey McCormick	



## **On The Radar for 2016**

Building cash reserves are low; we will defer maintenance where possible, but we may have to borrow from UWPC reserves for unexpected repairs.

The 2015-16 Campaign may fall short of budget by \$300,000, drawing down reserves to \$750,000. This is still above the reserve requirement of three months of operating capital.)

The committee reviewed the known shortfall in CFC Campaign (from \$820,000 to \$565,460), and considered a proposal to revise the annual budget to reflect this shortfall. After some discussion, that proposal was rejected in favor of a change to reporting format.

## **President's Report**

- Past Campaign Chairs /Board Members luncheon was held on February 12<sup>th</sup> at the Tacoma Yacht Club. Small but positive group provided good input.
- Lindsay and Corey are reviewing the CSF applications. Local Initiatives Support Corporation (LISC) has agreed to help us with technology and resources; this is great news! Brian Boyd, ED of Forest and Sequoia Foundations, said we should apply to both foundations. Dona also discussed with him a letter to Bill Weyerhaeuser. UWPC is working on several other grants.
- Labor Convening in Olympia / Lobby Day, Jamey gave a few highlights.
- An ADT event is being planned at Corry and Donna McFarland's home in March.
- Neighborhood Grants are in the works.
- The position of Major Gift Director has been posted. We are applying for a grant from Murdock to fund a Major Gifts Officer; this position has not yet been posted.

## **Campaign Cabinet**

Linda Kaye reviewed the Gap and Tocqueville strategies that RD has been working on. The committee discussed how board members can be more involved, e.g., they can participate on CEO calls even if they don't know the CEO personally.

The committee discussed the new urgency messaging that the marketing staff and committee has worked on.

## **Community Impact**

Lindsay gave a short preview of the 2017 community investment process. Although UWPC will still follow a three-year funding cycle, grants will be awarded annually based on program performance and available funding. Lindsay is working with our current partners on revising the application process. Lindsay invited anyone interested to come to the next meeting.

**Adjourn** – Jamey adjourned the meeting of the Executive Committee at 9:05am

## UWPC – TREASURER’S REPORT As of February 29, 2016

### SELECTED FINANCIAL INFORMATION

#### PLEDGES - 2015-16 CAMPAIGN

##### **Community Campaign:**

Pledge revenue in the door \$3,362,723. Latest projections show us falling **short** of our budget goal by **\$614,000**. We anticipate that continued execution on campaign gap reducing strategies may shrink this number. Certainly the strategies will be beneficial when we start the 2016-17 campaign in the fall.

##### **CFC Campaign:**

Final results of the federal government campaign ran by UWPC show a decrease of **\$255,000**. This is a 100% designated campaign and we only receive \$1,500. However the loss effects our overhead. The decrease was not unique to and occurred across the USA with only a handful of increases. 2016 will be the last year for the CFC.

##### **Community Impact Grant Budget Goal:**

This area is our best opportunity for raising resources in support of our three main products: 2-1-1, Center for Strong Families and Hunger Free Pierce County. Through February we received \$27,500. We have asks out for \$500,000.

#### COLLECTIONS

Collections of dollars on pledges for the 2015-16 campaign are 32.68%, last year 33.62%; two years ago 33.84%. Our normal range in year over year comparison is 0-3 percent difference due to timing of pledge payments.

The Employee Campaign Fund of Boeing South Puget Sound fell **\$49,000** short on their pledge for the prior year campaign. We may need to write that off if other collections don't exceed our allowance for bad debt. We typically complete a collections cycle by April of the following year.

#### ENDOWMENT

The endowment stands at \$3,455,192 compared to \$3,594,559 prior year. The market got off to a rough start in 2016, but has started to bounce back.

#### FUNCTIONAL EXPENSES (DEPARTMENTAL EXPENDITURES)

We are under budget by \$40,000. Salary and benefit line items are from hiring lags and attribute to the savings. Other line items are related to timing differences in expenditures.

**Line Items over by \$5,000: None**

#### ON THE RADAR FOR 2016

**Building reserves:** Our goal is to make our final grant payment of \$102,100 to the Boys and Girls Clubs in 2016 for the operations of their Hope Centers. However reserves our thin, currently at \$156,000 as of January. The good news is we are back at 100% occupancy.

**Community Campaign – 2015-16:** We are updating projections on a weekly basis. The resource development team, board, campaign cabinet and others are working tirelessly on executing the gap strategies.

**Unrestricted Reserves:** Not all of the projected campaign shortfall of \$614,000 is unrestricted. \$350,000 was designated. When we add board approved reserve spending of \$270,000 to the \$264,000 shortfall of campaign undesignated dollars we anticipate a decrease to our minimum three month target of \$725,000 by year-end. This is a very early projection and we will do our best to update quarterly.

# UNITED WAY OF PIERCE COUNTY SELECTED FINANCIAL INFORMATION

AS OF FEBRUARY 29 2016			
<b>2015-16 Community Campaign Budget Goal</b>			4,675,485
Pledges Received			(3,362,723)
Pledges needed to reach Community Campaign Budget Goal			1,312,762
<b>2015 - Combined Federal Campaign (CFC) Budget Goal</b>			820,000
Pledges Received			565,461
<b>Final Results - CFC</b>			(254,539)
<b>2015 - Community Impact Budget Goal</b>			\$418,300
Pledges Received			(27,500)
<b>Pledges (over) under Goal</b>			<b>390,800</b>
<b>2015-16 CAMPAIGN PERCENT COLLECTED</b>			<b>32.68%</b>
COLLECTIONS - SAME MONTH PRIOR YEAR			33.62%
COLLECTIONS - SAME MONTH TWO YEARS AGO			33.84%
<b>BALANCE SHEET INFORMATION:</b>			
	<b>2016</b>	<b>2015</b>	
Cash & Short Term Investments	\$2,273,340	\$2,481,529	
<b>Unrestricted Asset Balances</b>			
Building - Betye Martin Baker Human Service Ctr	3,009,500	3,177,556	
Equipment	149,858	165,161	
Endowment	3,455,192	3,594,559	
Undesignated	459	22,500	
<b>STATEMENT OF ACTIVITIES INFORMATION:</b>			
	<b>2016 Y-T-D</b>	<b>2016 Y-T-D</b>	<b>2016</b>
	ACTUAL	BUDGET	FULL YR BUDGET
Campaign Total (2015-16 Campaign)	\$3,928,184	\$4,962,289	\$5,495,485
Designations (estimated)	(1,200,593)	(1,811,000)	(2,105,993)
Provision for Uncollectibles	(70,322)	(70,322)	(167,268)
Other revenues, gains and support	56,853	67,167	941,813
Net Campaign, Support & Revenue	2,714,122	3,148,134	4,164,037
Funded Partners	(194,430)	(194,430)	(1,166,579)
Impact	(23,000)	0	(294,638)
Functional Expenses & Dues (Incl UWPC Program)	(466,010)	(509,743)	(2,970,820)
Other Distributions	(300)	(500)	(105,000)
Depreciation on Equipment	(8,000)		(19,000)
<b>NET REVENUE(EXPENSE)</b>	<b>2,022,682</b>	<b>2,443,460</b>	<b>(392,000)</b>
<b>BETYE MARTIN BAKER HUMAN SERVICE CENTER</b>			
<b>As of JANUARY 31, 2016</b>	<b>2016 Y-T-D</b>	<b>2016 Y-T-D</b>	
	ACTUAL	BUDGET	
Net Inc./Loss - per books	(2,849)	(2,305)	
Net Inc./loss - cash flow	8,255	14,847	
	<b>2016</b>	<b>2015</b>	
Cash Position	156,073	193,527	
Miscellaneous Payables	0	0	
Long Term Debt	0	0	

## UWPC BALANCE SHEET

1	<b><u>ASSETS</u></b>	<b>2/29/16</b>
2	Cash and Short Term Investments	\$2,273,340
3	Long Term Investments	\$3,513,634
4	Other Investments (Chihuly)	83,000
5	Gifts In Kind Inventory	12,156
6	Grants/other Receivable	14,365
7	Promises Receivable 2014 Campaign - less Allowance (\$193,307)	111,668
8	Promises Receivable 2015 Campaign - less Allowance (\$70,322)	2,193,369
9	CFC receivable - 2014 - less allowance (\$13,252)	13,685
10	CFC receivable - 2015 - less allowance (\$10,967)	22,161
11	Furniture, Fixtures and Equipment - net of	
12	accumulated depreciation - (\$622,967)	149,858
13	Building -Betye Martin Baker Human Service Center	3,009,500
14	Permanently Restricted Investments	102,452
15	Prepaid expenses	0
16	CFC Prepaid Expenses	141,623
17	<b>Total Assets</b>	<b><u>\$11,640,812</u></b>
18	<b><u>LIABILITIES AND NET ASSET BALANCES</u></b>	
19	Liabilities and deferred support:	
20	Accounts Payable	\$41,780
21	Designations payable	632,560
22	2016 Campaign	\$0
23	Grants payable	\$98,560
24	Remaining budget	3,320,363
25	<b>Total liabilities</b>	<b><u>\$4,093,264</u></b>
26	<b>Net Asset Balances</b>	
27	<b>Unrestricted</b>	
28	Building -Betye Martin Baker Human Service Center	3,009,500
29	Equipment	149,858
30	Board Designated - Impact	169,404
31	Board Designated - Endowment	3,417,136
32	Undesignated	459
33	<b>Subtotal Unrestricted</b>	<b><u>6,746,357</u></b>
34	<b>Temporarily &amp; Permanently Restricted</b>	
35	Temporarily Restricted - Endowment	286,349
36	Donor Designated - Impact	412,391
37	Permanently Restricted	102,452
38	<b>Subtotal Temporarily Restricted</b>	<b><u>801,191</u></b>
39	<b>Total net asset balances</b>	<b><u>7,547,548</u></b>
40	<b>Total liabilities and net asset balances</b>	<b><u>\$11,640,812</u></b>

**UWPC STATEMENT OF ACTIVITIES**

For the second month ending

February 29, 2016

	YTD Actual	YTD Budget	YTD Variance	2015 Budget	% Budget
1 <b>TOTAL CAMPAIGN (2015-16)</b>	\$3,928,184	\$4,962,289	(\$1,034,105)	\$5,495,485	71.48%
2 <b>Donor Designated - Est.</b>	(1,200,593)	(1,811,000)	610,407	(2,105,993)	57.01%
3 <b>2015-16 Campaign - Undesignated</b>	2,727,591	3,151,289	(423,698)	3,389,492	80.47%
4 Allowance for uncollectibles	(70,322)	(70,322)	0	(167,268)	42.04%
5 Impact Grants	27,500	25,000	2,500	418,300	6.57%
6 Bequests	0	0	0	0	0.00%
7 Campaign - prior year	650	0	650	10,000	6.50%
8 Restricted support	0	0	0	0	100.00%
9 <b>Total Public Support</b>	2,685,419	3,105,967	(420,548)	3,650,524	73.56%
10					
11 <b>Other Support &amp; Revenue</b>					
12 Program & Event Income	23,890	28,000	(4,110)	326,013	7.33%
13 Investment income	2,753	3,333	(581)	20,000	13.76%
14 Realized/Unrealized gain/loss	(1,789)	0	(1,789)	0	0.00%
15 Miscellaneous	3,850	10,833	(6,984)	167,500	2.30%
16 <b>Total Other Revenue</b>	28,703	42,167	(13,463)	513,513	5.59%
17 <b>Total revenues, gains &amp; other</b>	2,714,122	3,148,134	(434,012)	4,164,037	65.18%
18 <b>Community Investments &amp; Expenses</b>					
19 <b>Investments and grants:</b>					
20 CSF to agencies	194,430	194,430	(0)	1,166,579	16.67%
21 Payments to affiliates	59,155	62,905	(3,750)	70,000	84.51%
22 Impact Funding	23,000	0	23,000	294,639	0.00%
23 Other distributions	300	500	(200)	105,000	0.29%
24 <b>Total investments and grants</b>	276,885	257,835	19,050	1,636,218	16.92%
25 <b>Functional expenses:</b>					
26 Salaries	264,071	288,922	(24,851)	1,817,536	14.53%
27 Employee Benefits & P/R taxes	66,763	77,776	(11,014)	502,658	13.28%
28 Professional fees	5,285	6,625	(1,340)	73,145	7.23%
29 Advertising/Promotional Items	62	200	(138)	29,540	0.21%
30 Supplies	860	5,086	(4,226)	30,515	2.82%
31 Telephone, fax	1,829	2,900	(1,071)	18,260	10.01%
32 Postage and shipping	1,799	1,252	547	19,825	9.07%
33 Occupancy	17,685	16,314	1,371	33,261	53.17%
34 Maintenance and Software Support	25,310	21,285	4,025	83,986	30.14%
35 Printing and publications	1,990	750	1,240	84,699	2.35%
36 Travel - volunteers & staff	2,284	5,783	(3,499)	93,300	2.45%
37 Conferences & Special Events	10,183	14,825	(4,642)	88,115	11.56%
38 Membership dues	5,961	2,720	3,241	13,880	42.95%
39 Interest Expense & Misc.	2,773	2,400	373	12,100	22.91%
40 <b>Total expenses before deprec.</b>	406,855	446,838	(39,984)	2,900,820	14.03%
41 Depreciation	8,000				
42 <b>Total Functional Expenses</b>	414,855				
43 Remaining Budget	3,320,363				
44 <b>Net Revenue</b>	(\$1,297,981)				
45 Asset Balances, Beginning of Year	10,646,219				
46 Assets Released From Restriction	(1,800,691)				
47 <b>Net Asset Balances 02/29/2016</b>	\$7,547,547				

# United Way 2016 Membership Certification

**TIP!** Enter responses into the certification via DocuSign, print or save as a PDF to share with your board, then return to DocuSign later to sign.

**INSTRUCTIONS:**

- Email [membership@unitedway.org](mailto:membership@unitedway.org) for instructions on submitting this certification via DocuSign. Both the Board Chair and Chief Executive Officer must electronically sign and submit this form via DocuSign in order to receive the "Requirements Completed" icon. If your United Way does not have a CEO, a second officer must also sign.
- Share this certification and your responses with the entire board and note date of meeting on page four. Note that you may enter responses in the DocuSign platform, print or save as a PDF for sharing with your board, and return to the document later to sign.
- Answer all questions and provide an explanation for any "no" answers.

Responses will be kept confidential and will only be shared with essential volunteers and staff of United Way Worldwide.

As stated in United Way Worldwide's bylaws, United Ways will refrain from taking any actions or conducting activities likely to damage the welfare, interests, or reputations of the United Way system. United Ways will also meet the following requirements.

Note: If your organization's annual revenue is more than \$4 million, please submit the most recent audited financial statements, IRS Form 990 and code of ethics to [membership@unitedway.org](mailto:membership@unitedway.org).

**Requirement A: Tax-Exempt Status and Completion of the IRS Form 990**

	Yes	No
Is your United Way recognized as exempt from taxation under Section 501(c)(3) of the Internal Revenue Code as well as from corresponding provisions of other applicable state, local and foreign laws or regulations?	X	
Did your United Way file the IRS Form 990 in a timely manner (within nine months of last fiscal year end)?	X	
Date the last IRS Form 990 submitted to IRS: <u>7-9-2015</u>		
Have you followed the UWW Implementation Standards for Membership Requirement A in completing the IRS Form 990?	X	
Was a copy of the IRS Form 990 provided to the organization's governing body before it was filed?	X	
Does your United Way effectively communicate its program service accomplishments in the IRS Form 990, Part III?	X	
Is your United Way properly classified as a public charity as evidenced by checking box 7 on Part 1 of Schedule A of the IRS Form 990?	X	
For the prior fiscal year, did the organization become aware of a material diversion of the organization's assets? Please provide an explanation for a "YES" response to this question. Per the IRS, a material diversion is more than 5% of gross annual receipts or more than \$250,000, whichever is less.		X
Is the compensation for the top management official (e.g., CEO, executive director) and top financial official (e.g., chief financial officer) reported as required on the IRS Form 990 in Part VII?	X	
Does your United Way make the IRS Form 990 (or 990 E-Z) available to the public?	X	

**Requirement B: Legal Requirements**

Does your United Way comply with all applicable legal, local, state, and federal operating and reporting requirements (e.g., nondiscrimination)?	X	
In the last 12 months, have there been any government agency led investigations of your United Way for violations of local, state, or federal laws? Please provide an explanation for a "YES" response to this question.		X
Does your United Way conduct anti-terrorism compliance measures?	X	
Does your United Way comply with provisions of Sarbanes-Oxley applicable to nonprofit corporations (whistleblower protection and implementation of document retention and destruction policies)?	X	
Does your organization promote itself as an equal opportunity employer?	X	
Is your United Way currently registered to conduct charitable solicitations at the state and local level? A response is not required if not applicable to your United Way.	X	



**Requirement C: Governance**

	Yes	No
Does your United Way have an active, responsible, and voluntary governing body which ensures effective governance over the policies and financial resources of the organization?	X	
Does the board approve the annual budget?	X	
Does the board include at least two members with financial experience?	X	
Does the board, or board-delegated committee, review financial statements on at least a quarterly basis?	X	
Does the board review and approve fund distribution decisions?	X	
Does your United Way regularly provide training to governing board members?	X	
Does your United Way produce an annual report?	X	
Does your United Way's governing board review its bylaws and other governance documents at least once every three years?	X	
Are meeting minutes maintained for all governing board meetings?	X	
Does your United Way have a board-approved business expense reimbursement policy?	X	
Does your board meet at least quarterly?	X	
Is the external auditor engaged by and working for the board or board-appointed committee?	X	
Does your board review the external annual audit, and is the audit presented to the board by the auditor or audit committee chair?	X	
Did the board approve the process for determining the CEO's compensation (e.g., type of comparability data, independent members of the board reviewing and approving CEO compensation)?	X	
Did the board specifically approve the CEO's compensation?	X	

**Requirement D: Diversity & Inclusion**

Does your United Way adhere to a locally developed and adopted statement to ensure volunteers and staff broadly reflect the diversity of the community it serves?	X	
Does your board review the organization's diversity statement at least once every three years?	X	
Does your board review, at least once every three years, a report of the board, volunteers and staff composition to ensure diversity is achieved?	X	

**Requirement E: Trademark**

Does your United Way represent itself as a United Way in accordance with all United Way Worldwide trademark standards and requirements, including those contained in the licensing agreement?	X	
Does your organization's name include a geographic modifier (e.g., United Way of XYZ County), and is the full corporate name included in public advertising (e.g., broadcast, print, electronic, email, social media, website)?	X	
Does your United Way follow United Way brand identity guidelines in all respects?	X	
Does your United Way only solicit businesses located in your zip codes on file at United Way Worldwide (GiftLink)?	X	
Does your United Way limit its workplace solicitations to individuals who work at facilities in your zip codes on file at UWW?	X	
Does your United Way limit its non-workplace solicitations of individuals to your zip codes on file at UWW (e.g., home addresses in your United Way's territory, special events in your United Way's territory)?	X	
Does your United Way purchase promotional products bearing the marks of United Way only from vendors licensed by United Way Worldwide?	X	

**Requirement F: Membership Investment**

Does your United Way provide financial support to United Way Worldwide in accordance with the membership investment formula?	X	
Will 2016 membership investment be paid in quarterly installments and in full no later than December 31, 2016?	X	

**Requirement G: Code of Ethics**

Does your United Way adhere to a locally developed and adopted code of ethics for volunteers and staff, which includes provisions for ethical management, publicity, fundraising practices, and full and fair disclosure?	X	
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	Yes	No
Do all staff and board members annually verify in writing they have reviewed the code of ethics?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does your United Way have a written conflict of interest policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does the code of ethics or conflict of interest policy instruct the board and staff to avoid conflicts of interest that would act against the best interest of United Way?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does the code of ethics or conflict of interest policy include a process for reporting and resolving conflicts of interest should they occur?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are the board members and staff required to disclose in writing, on an annual basis, any potential conflicts of interest?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does your board review the code of ethics at least once every three years?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Requirement H: Audit**

Does your United Way have an annual audit conducted by an independent certified public accountant whose examination complies with generally accepted auditing standards and GAAP? Organizations with annual revenue less than \$500,000 may have their financial statements reviewed by an independent certified public accountant.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Annual revenue per most recent year-end financial statement: \$ <u>6,845,076</u>		
Were most recent financial statements audited by an independent CPA (required if annual revenue exceeds \$500,000)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Was the auditor's opinion unqualified (i.e., a "clean" audit)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Were most recent financial statements reviewed by an independent CPA (acceptable only for organizations with annual revenue of less than \$500,000)? <u>N/A</u>		
Fiscal year of most recent audit or review: <u>2014</u>		
Has your United Way followed the <i>UWW Implementation Standards for Membership Requirement H</i> in preparing the audited financial statements?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Has your United Way followed the <i>Functional Expense and Overhead Reporting Standards for United Ways</i> in preparing the audited financial statements?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Does the board, executive committee or audit committee review the auditor's management letter and take appropriate actions to minimize any risks identified?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Has the board established or considered establishing an operating reserve policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Has the board, or board-delegated committee, approved the current provision for uncollectible pledges (estimated shrinkage)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Requirement I: Self-Assessment**

In the last three years, did your United Way conduct and submit to UWW a copy of its volunteer-led self-assessment of their community impact work, financial management, and organizational governance and decision making?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Indicate year of last self-assessment		
<input type="radio"/> 2013 (next self-assessment in 2016) <input type="radio"/> 2014 (next self-assessment in 2017)		
<input checked="" type="radio"/> 2015 (next self-assessment in 2018) <input type="radio"/> 2016 (next self-assessment in 2019)		
<input type="radio"/> Prior to 2013; we acknowledge the self-assessment is overdue and will complete a self-assessment in 2016		

**Requirement J: Database II**

Did/will your United Way submit Database 2 to UWW by May 15, 2016, or by June 30, 2016 (if on a July-June fiscal cycle)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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**Requirement K: Income and Expense Survey – Suspended for 2016**

**Requirement L: Campaign Reporting**

	Yes	No
Does your United Way adhere to standard reporting guidelines contained in the Database 2 Survey in reporting campaign revenue and resources generated to United Way Worldwide?	X	
Are amounts reported on Database 2 provided in accordance with the NPC Total Resources Generated Policy?	X	
Has your United Way talked with neighboring United Ways and United Ways with whom you share accounts to ensure that your campaign proceeds are being properly reported in accordance with NPC policies?	X	

**Requirement M: Cost Deduction Standards**

Does your United Way adhere to the following cost deduction standards on designations (agency transactions): a) fees charged will be based on actual expenses; b) will not deduct fundraising or processing fees from designated gifts originating by or from another United Way organization?	X	
Does your United Way allow donor-designated contributions? If answer is no, you may skip next three questions.	X	
Have you calculated the maximum cost deduction rates according to the Cost Deduction Standards for Membership Requirement M (Part I) and are the rates charged at or below those rates?	X	
Has the board, or board-delegated committee, approved the currently used cost deduction rates for fundraising and management/general expenses?	X	
Does your United Way pay designated gifts quarterly that include reports required under this standard?	X	

**Review by United Way Governing Board**

This certification was reviewed with our governing board at their meeting held on \_\_\_\_\_ and is reflected in the minutes of this meeting.

Please provide contact information so that United Way Worldwide may communicate directly with your United Way's leadership. United Way Worldwide will not share nor disclose this information to outside parties.

I affirm that the information provided in this certification is accurate. I acknowledge my United Way's obligation to comply with the membership eligibility criteria contained in the United Way Worldwide bylaws, and to adhere to the rules and guidelines for use of United Way Worldwide collective and service membership marks as contained in the Member Trademark License Agreement. Failure to comply with United Way Worldwide membership eligibility criteria, including payment of membership investment, or to adhere to trademark policies, may result in termination of United Way Worldwide membership status.

*Must be signed via DocuSign. Email [membership@unitedway.org](mailto:membership@unitedway.org) for instructions.*

## Board Members Action Plan

	Elizabeth Bailey	Sabrina Chambers	Jo Anne Coy	Gerald Denman	David Graybill	Tim Holmes	Rod Koon	Jamey McCormick	Matt Levi	Rick Meeder	Marilyn Mullenax	Linda Nguyen	David Pearson	Linda Proett	Dirk Rabdau	Kent Roberts	Rich Rocks	Brenda Rogers	Patty Rose	Carla Santoro	Kristen Sawin
<b>INCREASE ANNUAL REVENUE TO SUPPORT COMMUNITY INVESTMENT AND UWPC PROGRAM. Exceed the 2016 campaign goal.</b>																					
Leadership Level Gift	x	x		x		x		x	x	x	x	x	x	x	x		x	x	x	x	
Actively support RD activities (5)																					
Host a cultivation/recognition event																					
Emerging Philanthropist Event										x											
Women United	x			x																	
Tocqueville										x											
Provide testimonials at events /Company campaign events								x	x	x	x			x				x		x	
Initiate or accompany UWPC staff on CEO/Company Calls	x	x		x		x		x	x	x			x	x				x		x	
Provide us with the opportunity to speak at your company during the campaign season	N/A												x								
Executive/Leadership Team		x		x				x				x		x				x			
Employees		x		x				x		x		x		x	x			x			
Attend other events/Get your Company involved																					
Day of Caring				x				x	x	x		x			x						x
Day of Action										x	x	x						x			x
Support Outreach efforts to new business prospects (3- 5 contacts)										x			x	x							
Support Major Gifts effort by connecting high end donors/other high end prospects						x															
Initiate follow-up phone calls to Leadership, Loyal, Lapsed Donors													x								
Donor Thank you calls (5 to 10)	x	x		x		x		x	x	x	x	x			x		x	x	x		
Participate in Thankathon				x						x	x						x	x			
Write Thank you notes	x	x		x		x		x	x	x								x	x	x	
Support Affinity Group: attending events and identifying candidates																					
Women United	x			x											x					x	
Emerging Philanthropist										x							x				
Identify Candidates																					
Campaign Executives events													x								
Welcome Picnic		x																	x		
December Celebration	x	x				x		x		x								x	x		
<b>PROVIDE EFFECTIVE LEADERSHIP/GOVERNANCE AS A HIGH-PERFORMING BOARD</b>																					
<b>Increase individual board member engagement, participation and feedback</b>																					
Attend 75 % of the board meetings in person or conf call	x	x		x		x		x	x	x	x	x	x	x	x		x	x	x	x	
Review materials prior to meeting and participate actively	x	x		x		x		x	x	x	x	x	x	x	x		x	x	x	x	
Complete board evaluations after every meeting that I attend	x	x		x		x		x	x	x	x	x	x	x	x		x	x	x	x	
Respond promptly to email from board leadership/CEO	x			x		x		x	x	x		x	x	x	x		x	x	x	x	
Attend the Annual Community Celebration Breakfast	x			x		x		x	x	x		x	x	x	x		x	x	x	x	
Join and actively participate in at least one board committee	Fin Gov	Gov		Exec Fin Mrkt		Adv		Mrkt	Exe Gov CIC	Exe Gov CC	Adv	Exe Gov End Mrkt	x	Exe Gov	CC		Exe ADT End		CIC	x	Exe CC
Complete annual performance assessments as required																					
Board Assessment (3 yrs)	x			x		x		x	x	x	x	x	x		x		x	x		x	
CEO Assessment	x	x		x		x		x	x	x	x	x	x		x		x	x		x	
Be an effective ambassador for UWPC; participate in UWPC volunteer/outreach events				x		x		x	x	x	x	x	x				x	x	x		
Participate in opportunities to educate/advocate on behalf children and families									x			x	x				x	x	x		