

# Executive Committee

## March 16, 2016

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United Way of Pierce County

# Approval of Minutes February 17, 2016

Jamey McCormick

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# UPDATE: Financial Report

Elizabeth Bailey  
Pete Grignon

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# FINANCIAL HIGHLIGHTS



2015-16 Latest projections are **\$614,000** short of our budget goal.

Staff, board and campaign cabinet are working to reduce this number by executing on the gap strategies.

So far, only \$264,000 of the projected shortfall is unrestricted dollars.



CFC Campaign: Final results show a decrease of (**\$255,000**) This is a 100% designated campaign. UWPC receives just \$1,500 of the \$565,000 raised.



**Community Impact Grant Budget Goal: Best opportunity for raising resources to support our three main products: 2-1-1; Hunger Free Pierce County and Center for Strong Families. We have received \$27,500 so far and have asks out for \$500,000.**



Collections on pledges in the door are 32.68% within the normal range of 0-3% of the prior two years: 33.62% and 33.84%;



Employee Community Fund of Boeing South Puget Sound fell \$49,000 short of their projected pledge for the prior year campaign. We may need to ask for an additional write-off if we don't meet our allowance of \$193,000 for that campaign.



Departmental expenditures under by \$40,000

Line items over by \$5,000 – None

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## ON THE RADAR FOR 2016

**Building Reserves:** Goal is to make the final grant payment of \$102,100 to the Boys and Girls Clubs in 2016 for their Hope Centers. Reserves are thin at \$156,000 through January. Good news is we are back at 100% occupancy with the opening of the Daycare

**Community Campaign – 2015-16:** We are updating projections weekly. Resource Development team, board, campaign cabinet and others are working tirelessly on executing closing the gap strategies.

**Unrestricted Reserves:** Not all of the current projected campaign budget shortfall of \$614,000 is from unrestricted dollars; only \$264,000. Along with Board approved reserve spending of \$270,000 we anticipate a decrease to our minimum three month target of \$725,000 by year-end. However, this is a very early projection and we will update quarterly.

# President's Report

Dona Ponepinto

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- Staffing Updates
- 211 25<sup>th</sup> Anniversary
- Business Plan – What does success look like in 2016?

# Five –Year Strategic Objectives

## **COMMUNITY IMPACT**

We lead, support and invest in community to ensure all our children are prepared to succeed in school and in life.

## **LONG TERM, SUSTAINABLE REVENUE GROWTH**

Develop and act on strategies for long term sustainable revenue growth so that we may achieve desired community impacts.

## **ORGANIZATIONAL ALIGNMENT AND PERFORMANCE**

Align and focus internal resources to grow the revenues required to make measurable progress toward achieving our community impact objective.

## **DONOR ENGAGEMENT AND RELATIONSHIPS**

Develop and create opportunities that strengthen relationships with stakeholders by inviting them into this work in meaningful ways that will lead to a commitment to action (Action + Relationship = Engagement).

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# Strategic Objectives

- What does success look like in 2016?
- What problem are we ultimately trying to solve? How will we get there?

# 2016 Priorities

- Execute scorecard/business plan metrics
- Impact – Focus on breaking cycle of poverty by removing barriers for children and families
  - Implementation of CSF Network
  - Siemer Family Stability Grant/Food /211
  - Implementation of 2017 Investment Cycle

- Resource Development
  - Close Gap by XX %
  - Development of a diverse RD plan – focus on leadership givers/loyal donors/major gifts
  - Individual donor engagement – continue to diversify opportunities
  - Seek out grant funding opportunities
  - Seek out non-traditional methods of raising resources and awareness of UW's value

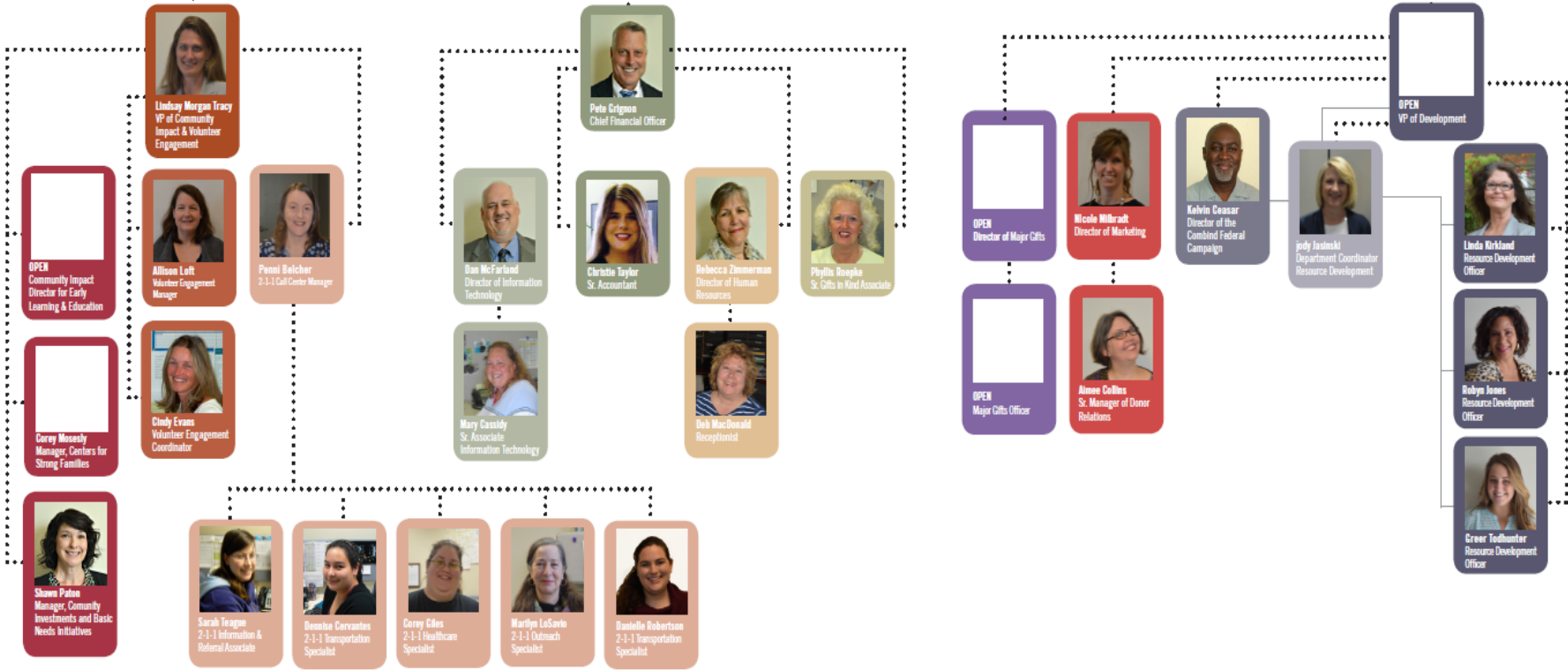
- Operations

- Talent, Talent, Talent – Invest in strong sales team
- Continue to ensure alignment of all work towards 10 year goal
- Continue to provide training opportunities
- Track scorecard on a quarterly basis to ensure forward movement of work

# STAFF ORGANIZATIONAL CHART

**Heidi Hansen**  
Executive Assistant

**Rena Penegato**  
President and CEO



— Administrative Support  
 ..... Direct Report

# Campaign Goals

March 11, 2016

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# 2015-16 Campaign Goals By Revenue Stream

	2014 Actual	2015 Goal	2015 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
Workplace	\$ 4,600,692	\$ 4,830,939	\$ 3,261,198	\$ 650,633	\$ (919,108)
United Way Life	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
Direct Giving	\$ 260,403	\$ 440,000	\$ 221,269	\$ 218,731	\$ -
Sub Total:	\$ 4,861,095	\$ 5,770,939	\$ 3,482,467	\$ 1,369,364	\$ (919,108)
CSF Revenue Commitments**	\$ -	\$ 1,200,000	\$ 145,000	\$ 1,055,000	\$ -
Grants***	\$ 391,169	\$ 200,000	\$ 444,126	\$ (227,000)	\$ 17,126
UWPC Total:	\$ 5,252,264	\$ 7,170,939	\$ 4,071,593	\$ 2,197,364	\$ (901,982)
ADT (Workplace & Direct included above)*	\$ 801,883	\$ 925,000	\$ 393,907	\$ 531,093	\$ -

\*ADT included in the UW campaign under workplace & direct giving above. This line is total of all ADT giving including EL.

\*\*Verbal from City of Tacoma-\$85,000; MultiCare-\$25,000; CHI-\$25,000; WECU \$10,000

\*\*\*\$86,077 - 211 phone & website; \$131,049 - Early Learning

Closing the Gap: Campaigns closed but unaudited at time of this report is \$107,817 and another \$50,147 for campaigns currently running. **Subtotal \$157,964**

# Campaign Goals By Donor Segment

	2014 Actual	2015 Goal	2015 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
ADT	\$ 801,883	\$ 925,000	\$ 393,907	\$ 531,093	\$ -
Leadership Donors (<\$10,000)	\$ 924,089	\$ 1,000,000	\$ 659,183	\$ 340,817	\$ -
Non-Leaders	\$ 1,521,990	\$ 1,613,000	\$ 1,066,721	\$ 546,279	\$ -
Total	\$ 3,247,962	\$ 3,538,000	\$ 2,119,811	\$ 1,418,189	\$ -
Direct Giving (without ADT)	\$ 105,544	\$ 165,000	\$ 119,922	\$ 45,078	\$ -

## Key Goals:

\* ADT: Move from 29 to 40 members

\*\* Leadership Donors: Grow from 546 to 660 Donors. (Includes Reducing churn by 10%)

Closing the Gap: Campaigns closed but unaudited at time of this report is \$107,817 and another \$50,147 for campaigns currently running. **Subtotal \$157,964**



# 2015-16 Campaign Goals

## 12/31/2015 Benchmarks

	Benchmark by 12/31/2015	2015 Actual	Gap (Act+Proj)-Goal
Workplace	\$ 2,808,940	\$ 3,045,372	\$ 236,432
United Way Life	\$ 250,000	\$ -	\$ (250,000)
Direct Giving	\$ 189,000	\$ 204,539	\$ 15,539
Sub Total:	\$ 3,247,940	\$ 3,249,911	\$ 1,971
CSF Revenue Commitments	\$ 500,000	\$ 125,000	\$ (375,000)
Grants	\$ 200,000	\$ 444,126	\$ 244,126
UWPC Total:	\$ 3,947,940	\$ 3,819,037	\$ (128,903)
ADT (Workplace & Direct included above)*	\$ 650,000	\$ 383,907	\$ (266,093)

\* ADT included in the UW campaign under workplace & direct giving above. This line is total of all ADT giving including EL.

# “Urgency Message

**WHY:** We believe everyone deserves to have a good life.

**HOW:** We are unlike other nonprofits. Our unique approach makes a bigger impact and provides bigger return on your investment.

**WHAT:** We make sure nothing stands in the way of people having a good life so our community can thrive. When our community thrives, we all benefit.

**URGENCY:** We need you now more than ever. More families are struggling, including many working families. We recently learned that in addition to the 12 percent of people living in poverty, there is another 22 percent struggling to put food on the table or pay their electric bill. That is one in three of us. Giving is down... at a time when our neighbors need our help more than ever.

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# Campaign Cabinet

## Top 10 Strategies for Closing the Gap

- 1 Develop new message with “sense of urgency” that collaborates with existing marketing messages to be used by Staff/Board of Directors/Campaign Cabinet/Volunteers
- 2 Meet with ADT donors who have not currently given this year to ask/strategize for larger gift and match with initiative (bigger donor impact) for more than \$10K. Incorporate with new message. [29 donors]
- 3 Prioritize remaining CEO calls for campaigns not started, but remain to begin between December 1 and June 30. Incorporate Volunteers/Campaign Cabinet/Board Members on call with Dona presenting new message/sense or urgency

- 4 Deep review of future campaigns, determine if room for more aggressive projections
- 5 Increase major gift donor engagement/calls/approaches with CEO – Dona
- 6 Bring together previous Campaign Chairs (January 2016) and PAST Board Members to educate on new message and seek counsel for moving forward in filling gap/future gaps. Plan to include stewardship for ongoing relationship
- 7 Complete personal Spider Map and return
- 8 Bring together Company Campaign Coordinators for campaigns that have not run to introduce “sense of urgency” and best practices/testimonials [Spring Campaigns]

- 9 Identify which top 50 strongest campaigns are locally owned/operated for UWPC's CEO and Volunteer to present new "urgency" ...merge with CEO call effort
- 10 Create question on pledge form, "Do you belong to a union, if yes, which one?"
- 11 Research levels of recognition to discover if tiered leadership levels exist. Pete to research and connect with Mike Robinson and David Graybill. Investigate and recommend new/recognition levels for \$1,000 and up. [Currently on UWPC Website: Pierce, Evergreen, and Rainier levels] Assess possibility of recognition event with sponsors to leverage/celebrate leadership levels.

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# Community Impact

Lindsay Morgan Tracy

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# United Way of Pierce County

Update on the  
Investment Plan

Executive Committee

2017

*March 16, 2016*

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# Funding %ages for next 3-year investment cycle

## FINANCIAL MODEL RECOMMENDATIONS

While percentage of funding to each impact area is a range, current percentages will be determined based on received applications:

- Basic Needs and Connected Communities – 30%
  - Also includes 2-1-1
  - Hunger Work
  - Community-based Solutions
- Successful Kids (birth – third grade) – 30%
- Strong Families – 30%



# Funding %ages for next 3-year investment cycle

## FINANCIAL MODEL RECOMMENDATIONS (Cont.)

The financial model will also include resources dedicated to:

- Direct Services, Community Engagement, Programs
- Advocacy – up to 5%
- Capacity Building – 5% (to be responsive to portfolio needs throughout the year)

### Types of funding

- Direct service : \$10,000 to \$50,000
- Collaboratives : \$30,000 - \$75,000
- Collective Impact : \$75,000 - \$100,000+

# Funding streams toward impact

## Community Transformation Funding

**Community Transformation Funding:** Longer-term (5-year) investment in one group or collaborative whose mission is to transform the communities in our county facing the highest rates of poverty, using the Collective Impact Model

*This would be like \$100,000 per year for up to 5 years*

## Community Impact Funding

**Collaboration Funding:** Potential for 3-year funding for collaboratives clearly addressing at least one of UWPC's initiative areas

**Direct Service Funding:** Funding a specific program providing direct service that clearly addresses at least one of UWPC's initiative areas

## Short-term Funding

**Capacity Building Funding:** One-time funding, for partners funded through Community Transformation or Community Impact funding strategies, designated for capacity building and/or quality improvement

**Neighborhood Grants:** One-time funding for resident or community-led groups for projects that help children and families in their neighborhood

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# Investment Strategy Guidance

- Investments in efforts or projects that are working towards breaking the cycle of intergenerational poverty through one or more of UWPCs strategic initiative areas
- We are not funding programs, but funding strategies that get us to results. We may be funding several programs around 1 strategy
- Align with the goal of at least one UWPC strategic initiative area - - can have multiple applications in different strategies
- Striving for the highest impact through a focus on performance, transparency and accountability

# Performance and Accountability

- Funding is not guaranteed each year and is contingent upon UWPC's annual revenue
- All partners will be held accountable for specific deliverables.
  - In some instances, investment resources will not be released if deliverables are not met.
- Investments are contingent on the partner's ability to:
  - Partner and report out on deliverables when requested
  - Provide documentation as requested
  - Partnership and collaboration
  - Recognize UWPC as partner and/or funder

# Priority Area

UWPC will primarily target 4 school districts' geographic footprint (Bethel, Clover Park, Franklin Pierce and Tacoma) representing 77 elementary schools, with one of the school districts identifying 26.8% of their residents as living in poverty in comparison to the 2013 national average of 14.5% (U.S. Census Bureau).

While our target area represents a high percentage of need, UWPC will not limit its resources to other geographic areas of Pierce County as we know need is everywhere. We must be intentional with our finite pool of resources.

# MOU (not a contract)

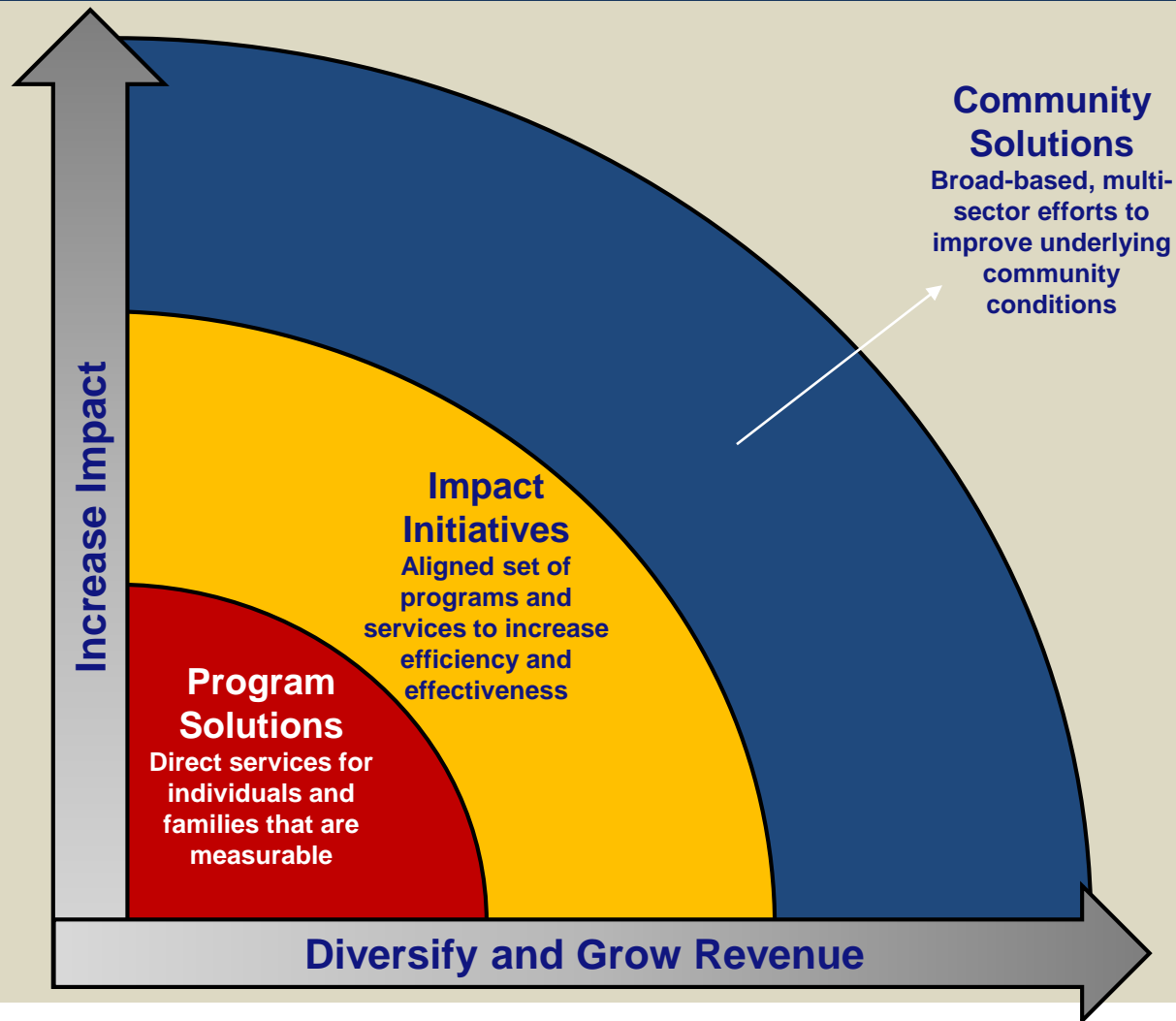
## Brief Overview

- Better accountability for partners and for us
- Transparency
- Funds contingent upon continuous improvement, partnership and therefore results
- Funds contingent upon UWPC's resources

# MOU (not a contract)

- Attachments to our new MOU
  - Grant Award & Contingencies
  - Co-Marketing Requirements
  - Reporting & Evaluation
  - Financial Reporting Requirements
  - Financial Review & Audit Policy
  - Counterterrorism Compliance
  - Change in Funding Status

# Potential Impact Model





# UNITED WAY OF PIERCE COUNTY'S JOURNEY

**2011 - 2014**

**COMMUNITY INVESTMENT ALLOCATION  
PROCESS**

**2015**

**BUSINESS PLAN**

(with 5 and 10 year measurable goals)

**2011 – Present: Impact Investments**

**2011 – Programmatic  
funding**

- Funded 117 programs:
- In areas of Education, Income and Health (72%)
  - Emergency and/or support services, a.k.a. Safety Net (28%)

**2014 – Shifted focus to  
programmatic work**

- Funded 57 programs:
- In new focus area to support children and their families (70%)
  - Basic needs or support services (30%)

**2016 – 2019**

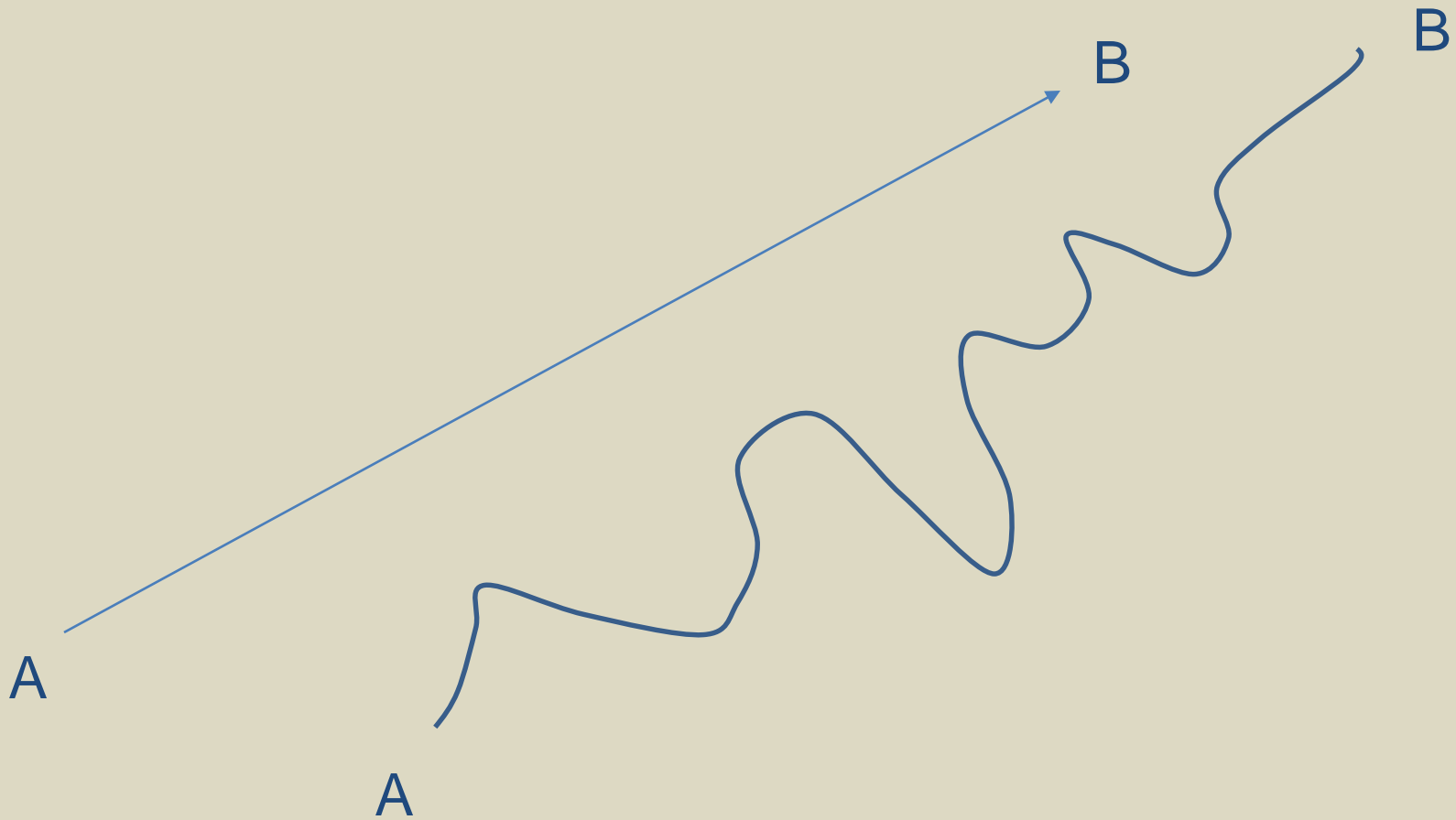
- Moving to:
- Funds for agencies
  - Funds for programs
  - Funds for CSFs
  - Funds for place-based initiatives
  - Funds for collaboratives
  - Funds for capacity building and/or systems change work
  - Advocacy

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# What Impact REALLY looks like!



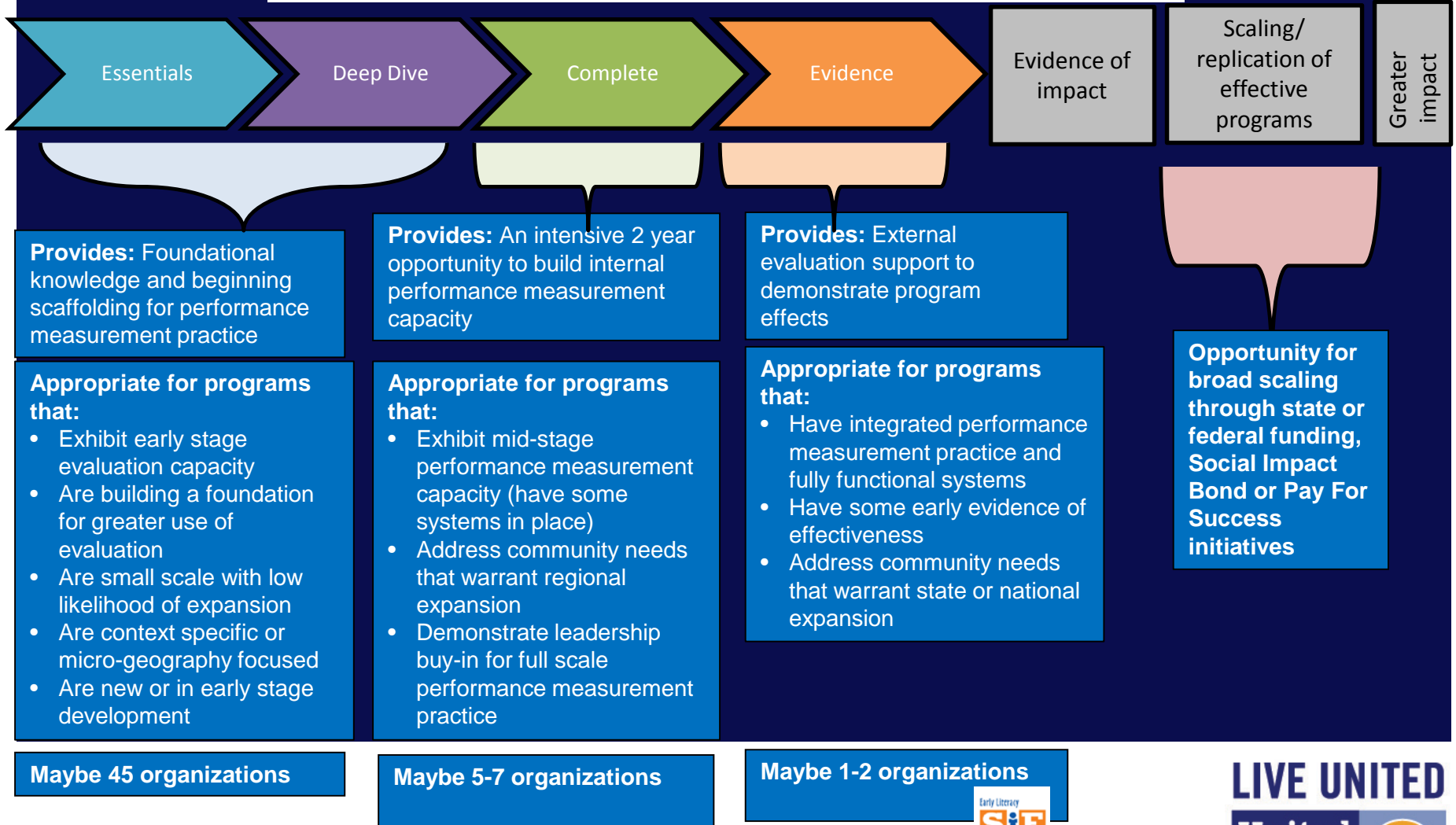
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# The Performance Collaborative

## UWPC Capacity Building Opportunities



Maybe 45 organizations

Maybe 5-7 organizations

Maybe 1-2 organizations



UWPC supports organizations to move along the capacity pipeline

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# Recommended Board Members

## Terms beginning May 2016

- Eric Hahn
- Jim Walton
- Nathe Lawver \*
- Pat McCarthy\*

# Current Status of Slate

- 1) Linda – Chair (2 year term)
- 2) XXX– Vice Chair (2yr term)
- 3) Elizabeth Bailey – Treasurer
- 4) Matt – Secretary
- 5) Jamey – past chair
- 6) Patty Rose
- 7) Bill Berry
- 8) Kristen Sawin
- 9) Pending
- 10) Pending

# Adjournment

Jamey McCormick

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