

**United Way of Pierce County
Executive Committee**

March 16, 2016
7:30 – 9:00 am

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

**Jamey McCormick, Presiding
Minutes**

Elizabeth Bailey	Matt Levi	Linda Proett	Carla Santorno
Bill Berry	Jamey McCormick	Dirk Raddau	Kristen Sawin
Sebrina Chambers	Rick Meeder	Rich Rocks	Jackie Yeh
JoAnne Coy	Marilyn Mullenax	Kent Roberts	Katherine Cavanaugh
David Graybill	Linda Nguyen	Brenda Rogers	Troy Horn
Rod Koon	David Pearson	Patty Rose	Kristen Sawin

UWPC Staff: Dona Ponepinto, Pete Grignon, Lindsay Tracy, Heidi Hansen, Nicole Milbradt

Guest: Joe LeRoy, Phoebe Mulligan

Call to Order/Welcome

Jamey called the meeting to order at 7:30am

Approve Minutes from January 29, 2016

M/S/C

Financial

Pete and Jennifer gave the financial report.

- 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

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.

United Way Worldwide Standards for Membership

There are a number of required standards that all United Ways need to follow for continued membership in the United Way system. This is a yearly procedure. We we have met all the standards. The document was sent to the board earlier to review. No questions at this time.

This is Jennifer Nino's last meeting, she has taken a new job in Oregon. Pete thank her for all of her work as Treasure for four years. Jamey thanked her for her years of dedicated service and presented her with a gift.

President's Report

- Business Plan and Success in 2016 – we continue to move in the right direction. We now have an internal scorecard to track how we are moving forward and focus on our goals. We need to keep our strategic plan in mind and stay on track to where the Board thinks we should be going. We are aligned and focused on our 10 year goal.
- Siemer Family Stability Grant – Rob Podlogar will be here next week to discuss with us and MDC. This would be a 3 year grant at \$100k per year. We have \$25k set aside and MDC will provide the balance of \$75k.
- Closing the Gap – We need \$264k in unrestricted money. This may not happen by June, but staff is working hard and we are getting good support. We have approximately 5,200 loyal donors (giving over seven years) we need to do more to keep them engaged and thank them. Lapse donors also need to be looked at and re-engaged.
- Grants – Staff is busy looking at all grant opportunities and building relationships with the foundations. There are \$900k worth of grants out. We have received \$77k, should be getting close to \$200k.
- Operations – Our three Resource Development Officers (RDO) are all fairly new but are doing a great job and Linda Kay Briggs is with us a consulting and has been training them. We have interviewed four for the VP position and more to come. Hopefully the position will be filled by the end of April. Resumes are being taken now for the Major Gift Officer. This needs to be filled with a local person with deep relationships.
- Centers for Strong Families
 - Approved by National Local Initiatives Support Corporation (LISC). They will cover technical support and training. Lindsay and Corey have been working with them.
 - State Farm Relationship – Met with Ty Cordova, Community Relations
 - 2 Centers in the network
 - Goodwill
 - Sound Outreach Collaborative
- Staff Structures – Tiffany Thompson has been as Director of Early Education, starting March 31st.
- Community Celebration: May 3rd – Looking forward to a great event, Board members were asked to fill a tables of 10 if possible.
- Community Leaders Conference: May 9-12th, Vancouver, BC - Four staff, Linda Nguyen and Eric Hahn will be attending this year.

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

Campaign Updates

Staff has been working hard on the gap strategies. Board members have agreed to make calls, open doors and help with implementing additional strategies. Still a lot of work ahead.

Dona and Linda Kaya met with met with Corry McFarland, Jamie Will and Kent Roberts to discuss ADT issues. Dona stated there are individuals that have the philanthropic capacity in our community to become “social investors” to United Way. Our next step is that we have to use our connections to find these “social investors” to help us minimize our current gap and strengthen our ability to make strategic investments in our community.

2015-16 Campaign Goals 12/31/2015 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 Messaging

Nicole Milbradt gave a report on our urgency messaging.

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.

Community Impact

Lindsay gave an update on the investment plan.

Funding Percentages 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%

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+

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

- Investments in efforts or projects that are working towards breaking the cycle of intergenerational poverty through one or more of UWPC’s 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
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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

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

Governance Update

Linda reviewed the four potential new Board Member. After discussion a vote was taken. **M/S/C**

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

Two others are being concerned and still need approached, Nicole Sherman and Dianna Kielian.

Current Status of Executive Slate

2016-2017 Executive Committee

- | | |
|--------------------------------------|-----------------------------|
| • Linda Nguyen – Chair (2 year term) | • Patty Rose - yes |
| • XX– Vice -chair (2yr term) | • Bill Berry – yes |
| • Elizabeth Bailey – Treasurer | • David Pearson - recommend |
| • Matt Levi – Secretary | • Kent Roberts – recommend |
| • Jamey McCormick – past chair | • Rich Rocks – recommend |
| | • Kristen Sawin – recommend |

The Vice-chair position is still being discussed, there are two that may be interested. Linda share those members who have resigning this year, due to job/time constraints: Amy Eveskcige, Tonya Burnett, Tim Holmes, Gerald Denman and Jennifer Nino.

HopeSparks

Joe Leroy, President and CEO, gave an overview of HopeSparks. Phoebe Mulligan, Clinical Program Director for Healing Hearts Counseling gave a brief summary of this program that UWPC funds.

Adjourn

Jamey adjourned the meeting.