

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 March 16, 2016 	Jamey McCormick Board Chair	ACTIONS: Approval of Minutes
7:35am	Finance Update	Elizabeth Bailey Treasurer Pete Grignon CFO	Information/Discussion
7:45am	President's Report	Dona Ponepinto President	Information/Discussion
8:00am	Campaign Update <ul style="list-style-type: none"> • Gap Strategies Status • Social Investor Project 	Dona Ponepinto	Information/Discussion
8:30am	Community Impact <ul style="list-style-type: none"> • 2017 Investment Process <ul style="list-style-type: none"> ○ Next Steps ○ Agency Partner conversations 	Lindsay Tracy VP Community Impact and Engagement	Information/Discussion
8:50am	Governance Update <ul style="list-style-type: none"> • Board recruitment Update <ul style="list-style-type: none"> ○ Dianna Kielian ○ Nicole Sherman • By-Law Change – Vice Chair responsibilities • Policy Review – Updates <ul style="list-style-type: none"> ○ Executive Contract and Compensation ○ President and Chief Professional Officer Performance Evaluation Process 	Jamey McCormick	Information/Discussion /Action
9:00am	Adjournment <ul style="list-style-type: none"> • Next meeting: May 18th 	Jamey McCormick	

**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**

Executive Committee Members

Jamey McCormick	Matt Levi	Kent Roberts	Jo Anne Coy
Linda Nguyen	Elizabeth Bailey	Rick Meeder	Patty Rose

UWPC Staff: Dona Ponepinto, Lindsay Tracy, Heidi Hansen

Call to Order/Welcome

Jamey called the meeting to order at 7:30am

**Approve Minutes from February 17, 2016
M/S/C**

Finance

Pete was out of town, he prepared a video for 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.

President's Report

- Staffing Updates
 - Interviews are being set for the RD VP position. Linda Kaye Briggs and Frank Hagel will participate in the interviews with Dona. Board member will be recruited to help with second round interviews. Hopefully have it filled by the end of April.
 - Tiffany Thompson has been hired as Director of Early Education, starting March 31st.
 - Have resumes but have not started interviews for the Director of Major Gifts.
 - Looking for funding for a Major Gifts Officer.
 - We really need a grant writer, currently many staff are doing this.
 - Linda Kay Briggs will be staying on through May, possibly June.
- 2-1-1 25th Anniversary – RD and Marketing are working on planning for our Spring giving campaign. Also we would like to find a group of investors for 2-1-1 willing to give \$25k for three years. This could potential free up \$200k in our operations budget. Other options are being looked at also.
- Grants
 - Received \$40k from Norcliffe
 - Applied for \$25 from Xerox
- Business Plan - 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.

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

We need to work harder with our Loyal Donors, giving over seven years. We are looking at how we can thank them for years of support.

Working on growing our Tocqueville group, we currently have 27. This group responds well to specific products (2-1-1, CSF). Meeting /events need to be different to attract and keep them interested.

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	\$ 550,538	\$ (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

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
- Striving for the highest impact through a focus on performance, transparency and accountability

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 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 – 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.

Adjourn – Jamey adjourned the meeting.

UWPC – TREASURER’S REPORT As of March 31, 2016

SELECTED FINANCIAL INFORMATION

PLEDGES - 2015-16 CAMPAIGN

Community Campaign:

Pledge revenue in the door \$3,706,341. Latest projections show us falling **short** of our budget goal by **\$614,000**. Davita campaign will be completed in March and is up from last year.

Multicare kicks off in April along with the News Tribune. We also begin hearing from some national accounts in the second quarter. Gap strategies are being executed on. The strategies will also 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 **\$251,000**. This is a 100% designated campaign and we only receive \$1,500. However the loss effects our overhead. The decrease was consistent with other CFC campaigns 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 March we have received \$67,500. We have asks out for \$485,000.

COLLECTIONS

Collections of dollars on pledges for the 2015-16 campaign are 35.47%, last year 38.81%; two years ago 38.37%. 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 30 of the following year.

ENDOWMENT

The endowment stands at \$3,640,260 compared to \$3,701,689 prior year. The market got off to a rough start in 2016, but has recovered most of its losses.

FUNCTIONAL EXPENSES (DEPARTMENTAL EXPENDITURES)

We are under budget by \$67,500. 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 \$164,216 as of March. We remain 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: Last month we did a year-end projection of \$725,000 for reserves, which is right at our target reserve minimum for three months of departmental expenditures. An updated projection will be provided at the end of each quarter.

UNITED WAY OF PIERCE COUNTY SELECTED FINANCIAL INFORMATION

AS OF MARCH 31 2016			
2015-16 Community Campaign Budget Goal			4,675,485
Pledges Received			(3,706,341)
Pledges needed to reach Community Campaign Budget Goal			969,144
2015 - Combined Federal Campaign (CFC) Budget Goal			820,000
Pledges Received			568,813
Final Results - CFC			(251,187)
2015 - Community Impact Budget Goal			\$418,300
Pledges Received			(67,500)
Pledges (over) under Goal			350,800
2015-16 CAMPAIGN PERCENT COLLECTED			35.47%
COLLECTIONS - SAME MONTH PRIOR YEAR			38.81%
COLLECTIONS - SAME MONTH TWO YEARS AGO			38.37%
BALANCE SHEET INFORMATION:			
	2016	2015	
Cash & Short Term Investments	\$2,319,387	\$2,504,392	
Unrestricted Asset Balances			
Building - Betye Martin Baker Human Service Ctr	3,009,500	3,177,556	
Equipment	145,858	92,565	
Endowment	3,640,260	3,701,689	
Undesignated	18,844	102,578	
STATEMENT OF ACTIVITIES INFORMATION:			
	2016 Y-T-D	2016 Y-T-D	2016
	ACTUAL	BUDGET	FULL YR BUDGET
Campaign Total (2015-16 Campaign)	\$4,275,154	\$5,137,289	\$5,495,485
Designations (estimated)	(1,513,414)	(1,961,000)	(2,105,993)
Provision for Uncollectibles	(132,142)	(70,322)	(167,268)
Other revenues, gains and support	157,012	136,250	941,813
Net Campaign, Support & Revenue	2,786,610	3,242,217	4,164,037
Funded Partners	(289,834)	(291,645)	(1,166,579)
Impact	(23,000)	(29,464)	(294,638)
Functional Expenses & Dues (Incl UWPC Program)	(680,557)	(751,880)	(2,970,820)
Other Distributions	(800)	(500)	(105,000)
Depreciation on Equipment	(12,000)		(19,000)
NET REVENUE(EXPENSE)	1,781,219	2,168,728	(392,000)
BETYE MARTIN BAKER HUMAN SERVICE CENTER			
	2016 Y-T-D	2016 Y-T-D	
As of MARCH 31, 2016	ACTUAL	BUDGET	
Net Inc./Loss - per books	(16,465)	(6,915)	
Net Inc./loss - cash flow	16,847	(9,321)	
	2016	2015	
Cash Position	164,216	182,629	
Miscellaneous Payables	0	0	
Long Term Debt	0	0	

UWPC BALANCE SHEET

			3/31/16
1	<u>ASSETS</u>		
2	Cash and Short Term Investments		\$2,319,387
3	Long Term Investments		\$3,519,708
4	Other Investments (Chihuly)		83,000
5	Gifts In Kind Inventory		12,156
6	Grants/other Receivable		1,359
7	Promises Receivable 2014 Campaign - less Allowance (\$193,307)		72,755
8	Promises Receivable 2015 Campaign - less Allowance (\$132,142)		2,259,860
9	CFC receivable - 2015 - less allowance (\$10,967)		22,161
10	Furniture, Fixtures and Equipment - net of		
11	accumulated depreciation - (\$626,967)		145,858
12	Building -Betye Martin Baker Human Service Center		3,009,500
13	Permanently Restricted Investments		102,452
14	Prepaid expenses		0
15	CFC Prepaid Expenses		150,255
16	Total Assets		\$11,698,452
17	<u>LIABILITIES AND NET ASSET BALANCES</u>		
18	Liabilities and deferred support:		
19	Accounts Payable		\$41,908
20	Designations payable		932,037
21	2016 Campaign		\$0
22	Grants payable		\$98,560
23	Remaining budget		3,009,912
24	Total liabilities		\$4,082,417
25	Net Asset Balances		
26	Unrestricted		
27	Building -Betye Martin Baker Human Service Center		3,009,500
28	Equipment		145,858
29	Board Designated - Impact		169,704
30	Board Designated - Endowment		3,417,136
31	Undesignated		18,844
32	Subtotal Unrestricted		6,761,042
33	Temporarily & Permanently Restricted		
34	Temporarily Restricted - Endowment		286,349
35	Donor Designated - Impact		426,193
36	Permanently Restricted		102,452
37	Subtotal Temporarily Restricted		814,993
38	Total net asset balances		7,576,035
39	Total liabilities and net asset balances		\$11,658,452

UWPC STATEMENT OF ACTIVITIES
For the third month ending
March 31, 2016

	YTD Actual	YTD Budget	YTD Variance	2015 Budget	% Budget
1 TOTAL CAMPAIGN (2015-16)	\$4,275,154	\$5,137,289	(\$862,135)	\$5,495,485	77.79%
2 Donor Designated - Est.	(1,513,414)	(1,961,000)	447,586	(2,105,993)	71.86%
3 2015-16 Campaign - Undesignated	2,761,740	3,176,289	(414,549)	3,389,492	81.48%
4 Allowance for uncollectibles	(132,142)	(70,322)	(61,820)	(167,268)	79.00%
5 Impact Grants	67,500	70,000	(2,500)	418,300	16.14%
6 Bequests	0	0	0	0	0.00%
7 Campaign - prior year	579	0	579	10,000	5.79%
8 Restricted support	0	0	0	0	100.00%
9 Total Public Support	2,697,676	3,175,967	(478,291)	3,650,524	73.90%
10					
11 Other Support & Revenue					
12 Program & Event Income	44,919	45,000	(81)	326,013	13.78%
13 Investment income	40,182	5,000	35,182	20,000	200.91%
14 Realized/Unrealized gain/loss	(230)	0	(230)	0	0.00%
15 Miscellaneous	4,062	16,250	(12,188)	167,500	2.43%
16 Total Other Revenue	88,934	66,250	22,684	513,513	17.32%
17 Total revenues, gains & other	2,786,610	3,242,217	(455,607)	4,164,037	66.92%
18 Community Investments & Expenses					
19 Investments and grants:					
20 CSF to agencies	289,834	291,645	(1,811)	1,166,579	24.84%
21 Payments to affiliates	59,155	62,905	(3,750)	70,000	84.51%
22 Impact Funding	23,000	29,464	(6,464)	294,639	0.00%
23 Other distributions	800	500	300	105,000	0.76%
24 Total investments and grants	372,789	384,514	(11,724)	1,636,218	22.78%
25 Functional expenses:					
26 Salaries	420,063	446,883	(26,820)	1,817,536	23.11%
27 Employee Benefits & P/R taxes	94,978	119,665	(24,687)	502,658	18.90%
28 Professional fees	8,868	10,462	(1,595)	73,145	12.12%
29 Advertising/Promotional Items	1,328	854	474	29,540	4.50%
30 Supplies	1,756	7,629	(5,873)	30,515	5.75%
31 Telephone, fax	2,753	4,000	(1,247)	18,260	15.08%
32 Postage and shipping	2,256	1,752	504	19,825	11.38%
33 Occupancy	18,264	17,964	300	33,261	54.91%
34 Maintenance and Software Support	29,113	26,047	3,066	83,986	34.66%
35 Printing and publications	4,433	3,734	699	84,699	5.23%
36 Travel - volunteers & staff	2,967	16,738	(13,771)	93,300	3.18%
37 Conferences & Special Events	23,012	24,448	(1,436)	88,115	26.12%
38 Membership dues	5,961	4,150	1,811	13,880	42.95%
39 Interest Expense & Misc.	5,651	4,650	1,001	12,100	46.70%
40 Total expenses before deprec.	621,401	688,975	(67,574)	2,900,820	21.42%
41 Depreciation	12,000				
42 Total Functional Expenses	633,401				
43 Remaining Budget	3,009,912				
44 Net Revenue	(\$1,229,493)				
45 Asset Balances, Beginning of Year	10,646,219				
46 Assets Released From Restriction	(1,800,691)				
47 Net Asset Balances 03/31/2016	\$7,616,035				