

# Executive Committee

## April 20, 2016

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United Way of Pierce County

# Approval of Minutes March 16, 2016

Jamey McCormick

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# Action

Vote on appointing Elizabeth Bailey interim Treasurer until her term in that role begins at the Annual Meeting in May.

# 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.

\$275,000 to \$300,000 of the projected shortfall is unrestricted dollars.



CFC Campaign: Final results show a decrease of (**\$251,000**) This is a 100% designated campaign. UWPC receives just \$1,800 of the \$568,000 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 received a Norcliffe Foundation grant in March for \$40,000 for Hunger. We have received \$67,500 so far and have applied for \$1M.**



Collections on pledges in the door on the 2015-16 campaign are 35.47% down from the prior years but within the normal range of 0-3% of the prior two years: 38.81 and 38.37%;



Employee Community Fund of Boeing South Puget Sound fell \$49,000 short of their projected pledge for the prior year campaign 2014-15. We may need to ask for an additional write-off if we don't meet our allowance of \$233,000 for that campaign.



Departmental expenditures under by \$67,500

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 the fall of 2016 for their Hope Centers. Reserves are thin at \$164,000 through March. 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 \$275,000 to \$300,000 is anticipated to be unrestricted.

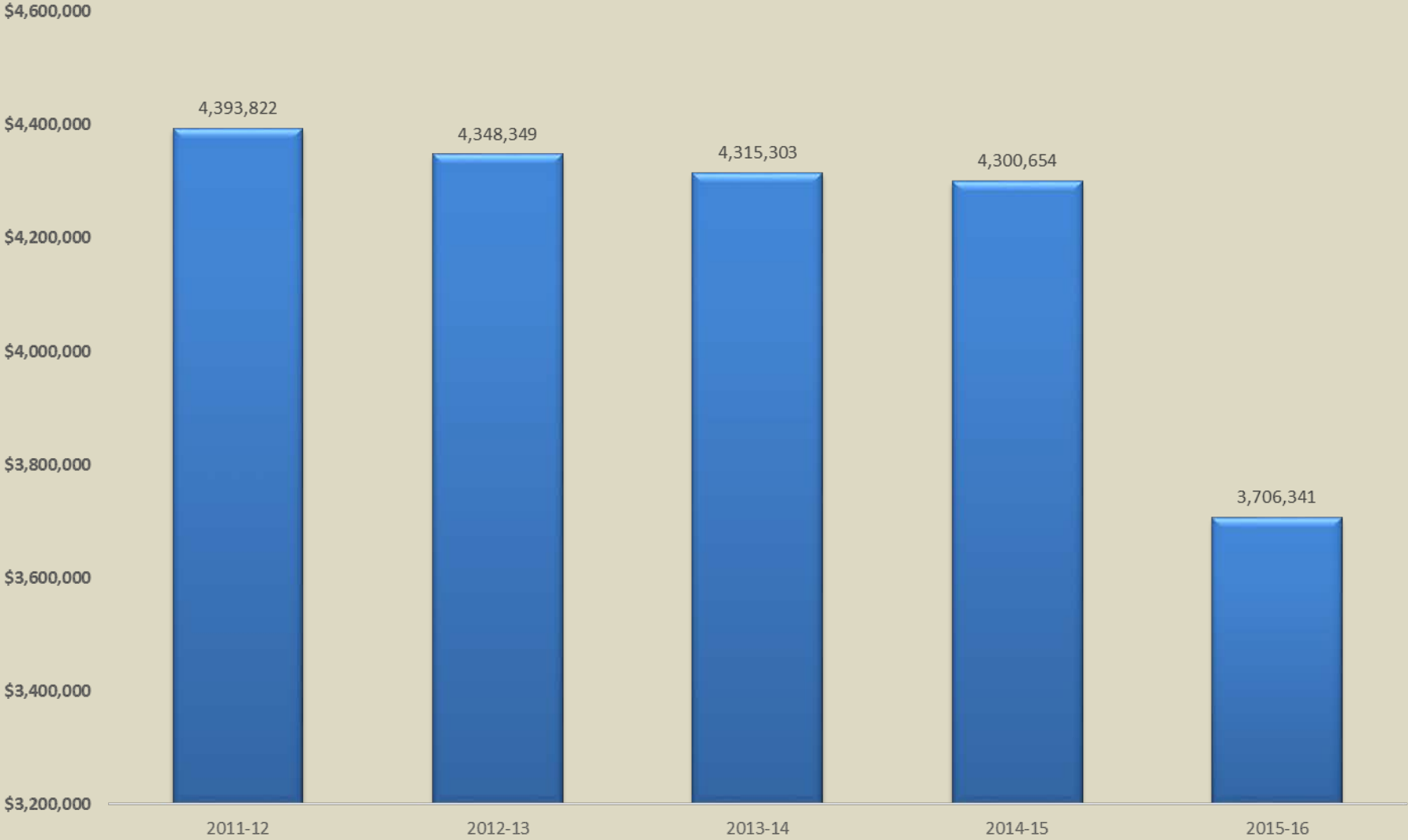
Along with Board approved reserve spending of \$270,000 we anticipate a decrease to our minimum three month target of \$725,000 by year-end. However, this is a very early projection and we will update quarterly.

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# Amount Raised as of March Quarter End 2011 to 2015 Campaigns



# President's Report

Dona Ponepinto

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- Staffing Update
- Boeing Centennial
- Community Celebration
- Community Foundation Update

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# Campaign Update

## April 15, 2016

Dona Ponepinto

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- Gap Strategies Status
- Social Investor Project

# 2015 Top 10 Campaign Strategies for Filling the Gap

KEY: ○ Completed or On Target      ○ Moving Forward, Some Challenges      ○ Unable to Meet Goal

- 1. Develop a 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.**
- 3. Prioritize remaining CEO calls for campaigns not started, but remain to begin between December 1 and June 30..**
- 4. Deep review of future campaigns, determine if room for more aggressive projections.**
- 5. Increase major gift donor engagements/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 relationships.
- 7.** Plan for spider map to be included for Board and Cabinet.
- 8.** Bring together previous Campaign Coordinators for campaigns that have not run to introduce “sense of urgency” and best practices/testimonials. [Spring Campaign]
- 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.

# Social Investor Project

- Investment Strategy to fund 211 over 5 years
- Raise \$2.5M over 5 years
- Solicit core group of loyal high end donors/companies/foundations
- Test concept with target group
- Create prospectus based on input
- Roll out May 2016

# 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	\$ 3,551,906	\$ 411,045	\$ (867,988)
United Way Life	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
Direct Giving	\$ 260,403	\$ 440,000	\$ 236,276	\$ 203,724	\$ -
Sub Total:	\$ 4,861,095	\$ 5,770,939	\$ 3,788,182	\$ 1,114,769	\$ (867,988)
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	\$ 4,377,308	\$ 1,942,769	\$ (850,862)
ADT (Workplace & Direct included above)*	\$ 801,883	\$ 925,000	\$ 406,907	\$ 518,093	\$ -

\*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; Commencement Bank \$2,500

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

Closing the Gap: Campaigns closed but unaudited at time of this report is \$101,239 and another \$249,328 for campaigns currently running. **Subtotal \$350,567**

# Campaign Goals By Donor Segment

	2014 Actual	2015 Goal	2015 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
ADT	\$ 801,883	\$ 925,000	\$ 406,907	\$ 518,093	\$ -
Leadership Donors (<\$10,000)	\$ 924,089	\$ 1,000,000	\$ 743,912	\$ 256,088	\$ -
Non-Leaders	\$ 1,521,990	\$ 1,613,000	\$ 1,183,264	\$ 429,736	\$ -
Total	\$ 3,247,962	\$ 3,538,000	\$ 2,334,083	\$ 1,203,917	\$ -
Direct Giving (without ADT)	\$ 105,544	\$ 165,000	\$ 121,929	\$ 43,071	\$ -

## 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 \$101,239 and another \$249,328 for campaigns currently running. **Subtotal \$350,567**



# 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.

# Community Impact

Lindsay Morgan Tracy

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- 2017 Investment Process
  - Next Steps
  - Agency Partner conversations

# Governance Update

Jamey McCormick

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- Board recruitment Update
  - Dianna Kielian
  - Nicole Sherman
- By-Law Change – Vice Chair responsibilities
- Policy Review – Updates
  - Executive Contract and Compensation
  - President and Chief Professional Officer Performance Evaluation Process

# ARTICLE VI

## Officers

### Section 4 – Vice -Chair of the Board

- The Vice-Chair of the Board shall fill in for the Chair of the Board in his/her absence. The Vice Chair shall chair the Board Governance Committee **(or select a designee, with the approval of the Board Chair)**, which shall clarify each Bylaws committee's principles of operation as identified by the Board of Directors.

# ARTICLE VII

## Committees

### Section 2 – The Governance Committee(Standing Committee)

- There shall be a Governance Committee chaired by the Vice-Chair, **or designee that is selected by the Vice-Chair and approved by the Board chair** and consisting of not less than four Board members. The Governance Chair shall appoint additional members of the committee. Only Board Members shall be eligible to serve on this committee

# Adjournment

Jamey McCormick

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