

**United Way of Pierce County  
Executive Committee**

October 21, 2015  
7:30 – 9:00 am

United Way of Pierce County  
1501 Pacific Avenue, 4<sup>th</sup> Floor

**Jamey McCormick, Presiding  
MINUTES**

**Executive Committee Members**

Jamey McCormick    Matt Levi    Kent Roberts    Jo Anne Coy  
Linda Nguyen    Jennifer Nino    Rick Meeder    ~~Patty Rose~~  
**UWPC Staff:** Dona Ponepinto, Pete Grignon, Lindsay Tracy, Mike Leonard, Ted Smith, Heidi Hansen

**Call to Order/Welcome**

Jamey called the meeting to order at 7:30am

**Approve Minutes from September 16, 2015  
M/S/C**

**Finance**

Pete and Jennifer gave the financial highlights.

- 2014-15 campaign pledges fell \$248K short of our budget forecast but, we will make it up through departmental expenditure savings, over collecting of cash greater than our allowance for bad debt from the 2013 campaign and designations may come in less than anticipated.
- Collections on pledges in the door are 73.75% within the normal range of 0-3% of the prior two years: 73.20% and 74.00%
- Departmental expenditures under by \$308,310    Line items over by \$5,000 – None
- Endowment balance at \$3,480,467; \$3,308,088 prior year
- Childcare construction in our building started this month. It will be operated by Children’s Museum and serve primarily UWT low income students and faculty. Opening January 2016

**Children’s Museum – Loan Guarantor**

**Background:** Two years ago, we was asked to be a loan guarantor for part of the construction costs of a new childcare center in our building. UWT will provide a cash flow backstop by guaranteeing 80% of the daycare slots. The Finance Committee reviewed and was in support of this subject to Executive Committee approval. Jennifer and Elizabeth from the Finance Committee reviewed their pro-forma project cash flow statement and the signed agreement between UWT and Children’s Museum of Tacoma.

**Project Information and United Way’s role:**

- Loan amount \$250,000; five years; interest only payments first year; interest at prime
- Total Project Costs - \$800,000
- Confirmed pledges - \$505,000
- Cash received on pledges - \$310,000
- Gift Asks Out - \$295,000; All strong prospects

This information will be sent to the Board, explaining that the Financial and Executive Committees thoroughly vetted this issue.

**Motion:** To approve UWPC as loan guarantor \$250,000 in support of Children’s Museums child care construction, subject to loan document review. No liens will be placed on our building, with the exception of UCC filing on business assets of Children’s Museum. Subject to loan documents and financial reviews. **M/S/C**

## 2016 Budget Discussion

Pete briefly discussed the 2016 budget, which will be presented at the next Executive meeting and to the full Board in December. We need to prepare for our next 3 year funding cycle, but need chances from how we currently do it. We are currently down \$250K but will make that up and our reserve is at approximately \$1.1M. For 2016 we are at a flat budget, but may need to take out \$250K from reserves to finish the current funding cycle. We do not want to reduce money going to our funded partners. Our endowment is unrestricted reserves and can be used in extraordinary circumstances.

## Foundation Update

We have been looking at different grant strategies and have feelers out to 10 different foundations we have relationships with or have had discussions with. Also looking at resources to cover staff cost, this is an area we need to get better at. We are looking at trying to get multi-year grants. Helen Myrick working with us on our advocacy agenda and be helping with some grant writing. At some point we may want to hire a grant writer.

### Our three top priorities:

Centers for Strong Families – this a may be a good fit for a Boeing grant

Hunger Free Pierce County Collaborative – Lindsay and Ted met with the Russell Foundation, may have an opportunity for this initiative

Russell Investments – Dona will be meeting with Jennifer Butler next week

211 – is still in jeopardy, having to depend on state funding.

## Campaign Strategies

Mike provided an overview of the campaign to date and highlighted some of the strategies to close the gap and highlights of the 2015 Giving Campaign. A combined effort of all UWPC staff, Board and RD Cabinet members are focused on raising additional revenue through strategic efforts.

### 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	\$ 49,498	\$ 4,626,692	\$ (154,749)
United Way Life	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
Direct Giving	\$ 260,403	\$ 440,000	\$ 47,185	\$ 392,815	\$ -
Sub Total:	\$ 4,861,095	\$ 5,770,939	\$ 96,683	\$ 5,519,507	\$ (154,749)
CSF Revenue Commitments**	\$ -	\$ 1,200,000	\$ 125,000	\$ 1,075,000	\$ -
Grants***	\$ 391,169	\$ 200,000	\$ 217,126	\$ -	\$ 17,126
UWPC Total:	\$ 5,252,264	\$ 7,170,939	\$ 438,809	\$ 6,594,507	\$ (137,623)
ADT (Workplace & Direct included above)*	\$ 801,883	\$ 925,000	\$ 34,847	\$ 890,153	\$ -

\*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-\$75,000; MultiCare-\$25,000; CHI-\$25,000.

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

Closing the Gap: Campaigns closed but unaudited at time of this report is \$196,671 and another \$321,188 for campaigns currently running. Total \$517,859

### Campaign Goals by Donor Segment

	2014 Actual	2015 Goal	2015 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
ADT	\$ 801,883	\$ 925,000	\$ 34,847	\$ 890,153	\$ -
Leadership Donors (<\$10,000)	\$ 924,089	\$ 1,000,000	\$ 13,780	\$ 986,220	\$ -
Non-Leaders	\$ 1,521,990	\$ 1,613,000	\$ 10,962	\$ 1,602,038	\$ -
<b>Total</b>	<b>\$ 3,247,962</b>	<b>\$ 3,538,000</b>	<b>\$ 59,589</b>	<b>\$ 3,478,411</b>	<b>\$ -</b>
Direct Giving (without ADT)	\$ 105,544	\$ 165,000	\$ 12,337	\$ 152,663	\$ -

Key Goals: ADT: Move from 29 to 40 members & Leadership Donors: Grow from 546 to 660 Donors.  
(Includes reducing churn by 10%)

### 2015-16 Campaign Goals 12/31/2015 Benchmarks

	Benchmark by 12/31/2015	2015 Actual	Gap (Act+Proj)-Goal
Workplace	\$ 2,808,940	\$ 49,498	\$ (2,759,442)
United Way Life	\$ 250,000	\$ -	\$ (250,000)
Direct Giving	\$ 189,000	\$ 47,185	\$ (141,815)
Sub Total:	\$ 3,247,940	\$ 96,683	\$ (3,151,257)
CSF Revenue Commitments	\$ 500,000	\$ 125,000	\$ (375,000)
Grants	\$ 200,000	\$ 217,126	\$ 17,126
UWPC Total:	\$ 3,947,940	\$ 438,809	\$ (3,509,131)
ADT (Workplace & Direct included above)*	\$ 650,000	\$ 34,847	\$ (615,153)

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

### Closing the Gap for 2015

- Year-end Giving Campaign
- Lapsed Donor Recovery
- New Business
- Partial Recovery of Gap losses

### Governance Report

Linda gave an overview of the board goals and new Individual Board Member Action Plan. This new scorecard will be presented at the next board meeting. Over the next couple months we will be looking to vetting potential board members, we are looking at potentially 2 to 3 slots. We need to work on our messaging. JayRay has been hire to help with the rollout.

### President's Report

- **ALICE Report** – the draft is complete; it is currently being reviewing. JayRay will help with the roll-out. Would like to plan a summit “Pathways out of Poverty”. Dona will be asking Kathi Littman, The Greater Tacoma Community Foundation, to partner with us.
- **Campaign Chair for 2016** – Dianna Kielian might consider a third year, if we have a co-chair to work with her. Dianna has been great, we would love to have her continue.
- **Intel Update** – we have an upcoming call with our contact in Portland and will know more after that.
- **Minimum Wage** – got a call from the Business Journal, we are trying to stay neutral. All staff except makes over minimum wages, except for work study students, they make \$12.
- **SparkPoint** – Jamey spoke about the site visit to San Francisco. United Way of the Bay Area hosted. The group (10) got to visited two location, one in a community center and the other in a school.

**Adjourn** - Jamey adjourned at 9:07am