



**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"> <li>• Call to Order/Welcome</li> <li>• Approval of Minutes from September 16, 2015</li> </ul>	Jamey McCormick Board Chair	<b>ACTIONS:</b> Approval of Minutes
7:35am	Finance Update <ul style="list-style-type: none"> <li>• Children's Museum – Loan Guarantor</li> <li>• 2016 Budget Discussion</li> </ul>	Jennifer Nino Treasurer  Pete Grignon CFO	Information/Discussion / Approval
8:00am	Foundation Update <ul style="list-style-type: none"> <li>• Strategy</li> <li>• Pipeline</li> </ul>	Dona Ponepinto CEO  Ted Smith VP Planned Giving and Major Gifts	Information/Discussion
8:15am	Campaign Strategies <ul style="list-style-type: none"> <li>• Closing the Gap</li> <li>• 2015 Giving Campaign</li> </ul>	Mike Leonard Interim VP Corporate Relations	Information/Discussion
8:30am	Governance Report - Update	Linda Nguyen	Information
8:45am	President's Report	Dona Ponepinto	Information
9:00am	Adjournment <ul style="list-style-type: none"> <li>• Next meeting: November 17<sup>th</sup></li> </ul>	Jamey McCormick	

**United Way of Pierce County  
Executive Committee**

September 16, 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	<del>Kent Roberts</del>	Jo Anne Coy
Linda Nguyen	Jennifer Nino	Rick Meeder	<del>Patty Rose</del>

**UWPC Staff:** Dona Ponepinto, Pete Grignon, Sean Armentrout, Ted Smith, Heidi Hansen

**Call to Order/Welcome**

Jamey called the meeting to order at 7:30am

**Approve Minutes from August 19, 2015**

**M/S/C**

**Finance**

Pete and Jennifer gave the financial highlights.

- 2014-15 campaign pledges fell \$249K short of our budget forecast but, we will make it up through departmental expenditure savings, over collecting of the 2013 campaign and designations may come in less than anticipated.
- Collections on pledges in the door are 69.82% ahead of the normal range of 0-3% of the prior two years: 69.42% and 66.41%.
- Departmental expenditures under by \$240,000.
- Endowment balance at \$3,550,728; \$3,374,622 prior year.
- MultiCare has made a lease offer to stay in our building for two years with option for an additional two years.
- Childcare construction in our building started this month. It will be operated by the Children's Museum and serve UWT low income students and UWT faculty, opening January 2016.

**President's Report**

- Intel Campaign - No longer will run a United Way campaign and no longer provide a \$5M corporate gift to United Way. . They will still have a match program. The impact to us is approximately \$92K. Thurston County will also be impacted significantly. We need to look at other companies to help make up the loss.
- ECF - Sean and Dona met with Employee Community Fund of Boeing Puget Sound, giving is down, there will be a 6% reduction in our allocation check in January (had a goal of 9.1M and raised 8.6M; for 2016 looking at 7.9M, a 13% decrease. Sean and Mike have been doing good work at the Fredrickson and Auburn facilities. One out of five employees give at this time.
- Community Action Summit on Health Transformation – Dona has been meeting with a group for about a year that originally was focused on how we could better align and leverage collective work throughout the region. It has morphed into being a sub-group of the Accountable Communities of Health and part of what they need to do is to create opportunities to engage a wide group of stakeholders to talk about the impacts of the social determinants of health and how we can work more effectively together. The group has been awarded a coach from the Robert Wood Johnson Foundation. A Community Summit will be held October 7<sup>th</sup>.
- Staff Updates
  - Sean Armentrout will be leaving mid-September to go back to school, he will work part-time through October. Mike Leonard will be interim VP until the position is filled.

- Renee Ghan has left and Penni Belcher has been promoted to Call Center Manager.
- We have grant money to bring on a person to help with evaluation.
- Shannon Saulsbury has been brought in on a 6 month contract (with grant money) to help with our hunger initiative.
- Campaign Executives (6) will start August 24<sup>th</sup>.
- UWPNW Staff and Volunteer Roundtable – September 23<sup>rd</sup> in Tulalip. Stacey Stewart, US President of UWW, will be the guest speaker. Also, there will be an in depth training/ preparation on ALICE.
- UWPC/Workforce Central Partnership – Dona, Lindsay, Linda .N and her COO Deborah Howell have been talking about a partnership. Dona is on the Growth Partnership Committee, it was started 3 years ago by Mayor Strickland and County Executive Pat McCarthy to increase the medium household income. UWPC would like to take over what was Growth Partnership and will now be called Earnability, helping families earn it, keep it, grow it. It will blend with what we are doing with Centers for Strong Families. Currently there is no time line, it's an ongoing project. Looking at doing a pilot in the Hilltop area.

### **Business Plan**

In May, a draft of the business plan was shared with the Board knowing that additional changes would need to be made and additional information added. Dona and Lindsay have been working on this updates. This will be an internal document, with portions for external use. We now have everything in one place. Still need to add strategic objectives. Need to work on equity; socially, economically, geographically, not just race. Lindsay will be making a few more edits. This is a guide for our work, we now need to see results.

### **2015 Campaign Update**

Sean gave an update on the campaign.

- The board campaign will kick off at the September board meeting. Staff will start in October. We will have another challenge between the two groups. Last year both were at 100% and all but two Board members are at the leadership level.
- TPU campaign kickoff is today, with other big campaigns starting soon.
- Working on individual donors.
- 

### **Endowment**

Pete and Ted gave a review of their work on our endowment. It is still in the early stage. A draft case statement was reviewed and discussed. Both the Marketing and Campaign Cabinet are helping with the review of material. We do not want restrictions on the endowment, not focus on one area, we need to be open.

### **Adjourn**

Jamey adjourned at 9:00am

## **UWPC – TREASURER’S REPORT As of September 30, 2015**

### **SELECTED FINANCIAL INFORMATION**

#### **PLEDGES - 2014-15 CAMPAIGN**

Total pledge revenue booked is **\$5,916,646**. We are at 96% of our budget goal compared to 100% prior year and 91% two years ago. We are anticipating our 2014-15 campaign to fall short of budget by \$248K. However, we will be able to make up the difference with savings from departmental expenditures, over collections from the past year campaign and designations may come in under the original estimate as well.

#### **COLLECTIONS**

Collections of dollars on pledges for the current campaign are 73.75%, last year 73.20%; two years ago 74.00%. Our normal range in year over year comparison is 0-3 percent difference due to the timing of pledge payments.

Also, we have over collected on the prior year 2013-14 campaign by \$54,842. We were expecting to collect 96.25% of pledges, but now have collected 97.25%!

#### **ENDOWMENT**

Our endowment continues to prosper due to favorable market conditions in both bonds and equities. The endowment stands at \$3,480,467 compared to \$3,308,088 prior year.

#### **OTHER DISTRIBUTIONS**

We are over by \$125,920. This is money paid out from a grant received in the prior year for basic needs. We did not budget for this in the 2015 budget as it was a new grant and we didn't know how the funds would be expended. There is no effect on our general reserves.

#### **FUNCTIONAL EXPENSES (DEPARTMENTAL EXPENDITURES)**

We are under budget by \$308,000. Salary and benefit line items are from hiring lags and attribute to \$239,000 of the savings. Other line items are related to timing differences in expenditures.

Line Items over by \$5,000: None

#### **BUILDING**

The Children's Museum is asking us to be a loan guarantor for \$250,000 to bridge the gap on their capital campaign for the buildout of the child care center in our building. UWT is reserving 80% of the available slots, thus guaranteeing the operating cash flow. The Finance Committee met two years ago and was supportive of this as long as no lien is put on our building. Key Bank will be the funder of the loan and it is anticipated to be paid off in five years. The loan guaranty will not effect our balance sheet, but will need to be a footnote in our audit report. We will need Executive Committee approval for this.

A structural engineer did a walk-through of our building and determined that it met 75% of the current new building standards for earthquake retrofitting. The report acknowledged the work that had been done twenty years ago in upgrading to current standards at that time. The Finance Committee at their November meeting will revisit whether or not to recommend discontinuance of earthquake insurance for 2016.

# UNITED WAY OF PIERCE COUNTY SELECTED FINANCIAL INFORMATION

AS OF SEPTEMBER 30 2015			
2014-15 Community Campaign Budget Goal			6,164,842
Pledges Received			(5,916,646)
Pledges needed to reach Community Campaign Budget Goal			<b>248,196</b>
Community Impact Budget Goal			\$688,000
Pledges Received			(217,126)
Pledges (over) under Goal			<b>470,874</b>
<b>2014-15 CAMPAIGN PERCENT COLLECTED</b>			<b>73.75%</b>
COLLECTIONS - SAME MONTH PRIOR YEAR			73.20%
COLLECTIONS - SAME MONTH TWO YEARS AGO			74.00%
<b>BALANCE SHEET INFORMATION:</b>			
	<b>2015</b>	<b>2014</b>	
Cash & Short Term Investments	\$1,834,535	\$2,336,687	
<b>Unrestricted Asset Balances</b>			
Building - Betye Martin Baker Human Service Ctr	3,177,556	3,365,763	
Equipment	104,152	107,458	
Endowment	3,480,467	3,308,088	
Undesignated	637,078	769,748	
<b>STATEMENT OF ACTIVITIES INFORMATION:</b>			
	<b>2015 Y-T-D</b>	<b>2015 Y-T-D</b>	<b>2015</b>
	ACTUAL	BUDGET	FULL YR BUDGET
Campaign Total (2014-15 Campaign)	\$5,916,646	\$6,164,842	\$6,164,842
Designations (estimated)	(2,401,679)	(2,375,000)	(2,375,000)
Provision for Uncollectibles	(193,307)	(193,307)	(193,307)
Other revenues, gains and support	540,925	(230,750)	1,097,063
Net Campaign, Support & Revenue	3,862,586	3,365,785	4,693,598
Funded Partners	(889,042)	(900,000)	(1,200,000)
Impact	(284,237)	(349,350)	(518,900)
Functional Expenses & Dues (Incl UWPC Program)	(1,857,655)	(2,156,653)	(2,965,049)
Other Distributions	(230,420)	(104,500)	(105,000)
Depreciation on Equipment	(36,000)	(14,000)	(19,000)
<b>NET REVENUE(EXPENSE)</b>	<b>795,651</b>	<b>-54,218</b>	<b>(114,351)</b>
<b>BETYE MARTIN BAKER HUMAN SERVICE CENTER</b>			
<b>As of SEPTEMBER 30 , 2015</b>	<b>ACTUAL</b>	<b>BUDGET</b>	
Net Inc./ (Loss) - per books	(70,138)	(78,390)	
Net Inc./ (loss) - cash flow	27,557	(55,267)	
	<b>2015</b>	<b>2014</b>	
Cash Position	221,892	293,070	
Miscellaneous Payables	0	0	
Long Term Debt	0	0	

## UWPC BALANCE SHEET

			<b>9/30/15</b>
1	<b><u>ASSETS</u></b>		
2	Cash and Short Term Investments		\$1,834,535
3	Long Term Investments		\$3,551,295
4	Other Investments (Chihuly)		83,000
5	Gifts In Kind Inventory		8,120
6	Grants/other Receivable		434
7	Promises Receivable 2014 Campaign - less Allowance (\$193,307)		1,138,173
8	CFC receivable - 2014 - less allowance (\$13,252)		26,033
9	Furniture, Fixtures and Equipment - net of		
10	accumulated depreciation - (\$612,367)		172,748
11	Building -Betye Martin Baker Human Service Center		3,177,556
12	Permanently Restricted Investments		102,452
13	Prepaid expenses		25,765
14	CFC Prepaid Expenses		90,441
15	<b>Total Assets</b>		<b><u>\$10,210,552</u></b>
16	<b><u>LIABILITIES AND NET ASSET BALANCES</u></b>		
17	Liabilities and deferred support:		
18	Accounts Payable		\$41,820
19	Designations payable		\$632,548
20	Grants payable		\$98,560
21	Remaining budget		1,427,662
22	<b>Total liabilities</b>		<b><u>\$2,200,590</u></b>
23	<b>Net Asset Balances</b>		
24	<b>Unrestricted</b>		
25	Building -Betye Martin Baker Human Service Center		3,177,556
26	Equipment		104,152
27	Board Designated - Impact		76,773
28	Board Designated - Endowment		3,425,719
29	Undesignated		637,078
30	<b>Subtotal Unrestricted</b>		<b><u>7,421,278</u></b>
31	<b>Temporarily &amp; Permanently Restricted</b>		
32	Temporarily Restricted		396,084
33	Donor Designated - Impact		90,149
34	Permanently Restricted		102,452
35	<b>Subtotal Temporarily Restricted</b>		<b><u>588,684</u></b>
36	<b>Total net asset balances</b>		<b><u>8,009,962</u></b>
37	<b>Total liabilities and net asset balances</b>		<b><u>\$10,210,552</u></b>

**UWPC STATEMENT OF ACTIVITIES**  
**For the nine months ending**  
**September 30, 2015**

	YTD Actual	YTD Budget	YTD Variance	2014 Budget	% Budget
1 <b>TOTAL CAMPAIGN (2014-15)</b>	\$5,916,646	\$6,164,842	(\$248,196)	\$6,164,842	95.97%
2 Donor Designated - Est.	(2,401,679)	(2,375,000)	(26,679)	(2,375,000)	101.12%
3 <b>2014-15 Campaign - Undesignated</b>	3,514,967	3,789,842	(274,875)	3,789,842	92.75%
4 Allowance for uncollectibles	(193,307)	(193,307)	0	(193,307)	100.00%
5 Impact including Early Learning	131,049	410,000	(278,951)	688,000	19.05%
6 Bequests	0	0	0	0	0.00%
7 Campaign - prior year	54,842	10,000	44,842	10,000	548.42%
8 Restricted support	0	0	0	0	100.00%
9 <b>Total Public Support</b>	3,507,551	4,016,535	(508,984)	4,294,535	81.67%
10					
11 <b>Other Support &amp; Revenue</b>					
12 Program & Event Income	285,411	255,000	30,411	299,063	95.44%
13 Investment income	24,535	15,000	9,535	20,000	122.68%
14 Realized gain/loss	12,644	0	12,644	0	0.00%
15 Miscellaneous	45,088	40,000	5,088	80,000	56.36%
16 <b>Total Other Revenue</b>	367,678	310,000	57,678	399,063	92.14%
17 <b>Total revenues, gains &amp; other</b>	3,875,229	4,326,535	(451,306)	4,693,598	82.56%
18 <b>Community Investments &amp; Expenses</b>					
19 <b>Investments and grants:</b>					
20 CSF to agencies	889,042	900,000	(10,958)	1,200,000	74.09%
21 Payments to affiliates	77,312	68,000	9,312	68,000	113.69%
22 Impact Funding	284,237	349,350	(65,113)	518,900	0.00%
23 Other distributions	230,420	104,500	125,920	105,000	219.45%
24 <b>Total investments and grants</b>	1,481,011	1,421,850	59,161	1,891,900	78.28%
25 <b>Functional expenses:</b>					
26 Salaries	1,171,744	1,297,129	(125,385)	1,768,121	66.27%
27 Employee Benefits & P/R taxes	292,060	405,993	(113,934)	547,991	53.30%
28 Professional fees	52,825	52,787	37	74,550	70.86%
29 Advertising/Promotional Items	4,329	14,103	(9,774)	33,500	12.92%
30 Supplies	15,940	20,107	(4,167)	26,072	61.14%
31 Telephone, fax	9,801	18,799	(8,998)	24,493	40.02%
32 Postage and shipping	3,558	5,227	(1,669)	21,175	16.80%
33 Occupancy	25,149	24,707	442	33,868	74.25%
34 Rental & maintenance of equip.	51,816	55,619	(3,802)	83,059	62.38%
35 Printing and publications	37,141	49,954	(12,813)	87,634	42.38%
36 Travel - volunteers & staff	37,302	50,138	(12,835)	81,625	45.70%
37 Conferences & Special Events	59,204	76,035	(16,831)	90,055	65.74%
38 Membership dues	5,235	8,355	(3,120)	12,805	40.88%
39 Interest Expense & Misc.	14,239	9,700	4,539	12,100	117.68%
40 <b>Total expenses before deprec.</b>	1,780,343	2,088,653	(308,310)	2,897,049	61.45%
41 Depreciation	36,000				
42 <b>Total Functional Expenses</b>	1,816,343				
43 Remaining Budget	1,427,662				
44 <b>Net Revenue</b>	(\$849,787)				
45 Asset Balances, Beginning of Year	11,261,956				
46 Assets Released From Restriction	(2,402,207)				
47 <b>Net Asset Balances 08/31/2015</b>	\$8,009,962				

**LIVE UNITED**



United Way of Pierce County

1501 Pacific Avenue, Suite 400  
Tacoma, WA 98402

*Dial 2-1-1 for help*

**To: Executive Committee**

**From: Finance Committee**

**Date: October 19, 2015**

**Re: United Way as Loan Guarantor for Children's Museum Childcare Center in Our Building**

**Background:**

Two years ago, United Way 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. This month, Jennifer and Elizabeth from the Finance Committee, reviewed the Children's Museum's pro-forma project cash flow statement and signed agreement between UWT and Children's Museum of Tacoma. Attached to this memo is additional information for your review.

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

- Guarantee 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

**Recommendation:**

The Finance Committee recommends that the Executive Committee approve United Way of Pierce County as the loan guarantor for the Children's Museum Childcare Center, contingent upon review of the loan documents.





# Proforma--Early Learning Center at the Children's Museum of Tacoma

University of Washington Tacoma

	FTE	Y1 Monthly Rate/Child	Y1 Annual Rate/Child
2-4.2%			
Inflation			
Active Months	10	\$ 900	\$ 10,800
OSPI Food Reimbursement Factor (\$30,000)	13	\$ 900	\$ 10,800
Y1 Percent Full Enrollment	16	\$ 850	\$ 10,200
Y2 Percent Full Enrollment (Beyond)	16	\$ 850	\$ 10,200
Annual Utilities/sq ft	55	\$ 3,500	\$ 42,000
Total Sq Ft			
Lease/Sq Ft			
Contingency %			
Fringe Benefit Rate			
Capital Improvements			
Years Amortization			
Interest Rate			
Annual Debt Service			
Start Up Costs - Fundraised			

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Revenue	\$97,200	\$105,840	\$110,074	\$110,074	\$110,074	\$110,074	\$114,477	\$114,477	\$114,477	\$119,056
Tuition 1-2 Yr old children	\$126,360	\$137,592	\$143,096	\$143,096	\$143,096	\$143,096	\$148,820	\$148,820	\$148,820	\$154,772
Tuition 2-3 Yr old children	\$146,880	\$159,936	\$166,333	\$166,333	\$166,333	\$166,333	\$172,987	\$172,987	\$172,987	\$179,906
Tuition 3-4 Yr old children	\$146,880	\$159,936	\$166,333	\$166,333	\$166,333	\$166,333	\$172,987	\$172,987	\$172,987	\$179,906
Tuition 4-5 Yr old children	\$10,859	\$12,110	\$12,403	\$12,703	\$13,011	\$13,326	\$13,648	\$13,978	\$14,317	\$14,663
OSPI Food Reimbursement	\$28,179	\$75,414	\$98,239	\$98,539	\$98,847	\$99,162	\$622,918	\$623,248	\$623,586	\$648,303
<b>Total Revenue</b>	<b>\$526,179</b>	<b>\$575,414</b>	<b>\$598,239</b>	<b>\$598,539</b>	<b>\$598,847</b>	<b>\$599,162</b>	<b>\$622,918</b>	<b>\$623,248</b>	<b>\$623,586</b>	<b>\$648,303</b>
<b>Total Revenue Yrs 1 - 10</b>	<b>\$6,016,435</b>									

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Expenses	\$38,400	\$39,329	\$40,281	\$41,256	\$42,254	\$43,277	\$44,324	\$45,397	\$46,495	\$47,621
UWT Pre-design Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program Specialist Lead (x4)	\$128,000	\$131,098	\$134,270	\$137,519	\$140,847	\$144,256	\$147,747	\$151,322	\$154,984	\$158,735
Program Specialist Assistant (x4)	\$104,000	\$106,517	\$109,095	\$111,735	\$114,439	\$117,208	\$120,044	\$122,949	\$125,925	\$128,972
Director	\$55,000	\$56,331	\$57,694	\$59,090	\$60,520	\$61,985	\$63,485	\$65,021	\$66,595	\$68,206
Program Coordinator/Curriculum Advisor (CMT)	\$35,000	\$35,247	\$36,714	\$37,603	\$38,513	\$39,445	\$40,400	\$41,377	\$42,379	\$43,404
Benefits	\$109,480	\$112,129	\$114,843	\$117,622	\$120,469	\$123,384	\$126,370	\$129,428	\$132,560	\$135,768
Utilities	\$9,600	\$9,832	\$10,070	\$10,314	\$10,564	\$10,819	\$11,081	\$11,349	\$11,624	\$11,905
UWT Fiscal Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operations	\$37,597	\$34,645	\$35,132	\$38,415	\$36,717	\$37,538	\$40,997	\$39,359	\$40,242	\$43,769
<b>Total Expenses</b>	<b>\$517,077</b>	<b>\$525,729</b>	<b>\$538,099</b>	<b>\$553,554</b>	<b>\$564,323</b>	<b>\$577,912</b>	<b>\$594,448</b>	<b>\$606,204</b>	<b>\$620,804</b>	<b>\$638,380</b>
<b>Total Expenses Yrs 1 - 10</b>	<b>\$5,736,531</b>									

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
NET OPERATING REVENUE (Plus Prior YR Reserves)	\$11,102	\$49,685	\$60,140	\$49,755	\$34,524	\$21,249	\$28,470	\$17,044	\$2,782	\$9,923
CAPITAL AMORTIZATION	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370
UW TACOMA OPERATING CASH (BACKSTOP)	\$44,269	\$5,685	\$0	\$5,615	\$20,846	\$21,249	\$28,470	\$17,044	\$2,782	\$6,870
UW OPERATING CASH RECOVERY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NET ANNUAL REVENUE</b>	<b>\$16,471</b>	<b>\$60,660</b>	<b>\$65,510</b>	<b>\$60,740</b>	<b>\$60,740</b>	<b>\$68,465</b>	<b>\$87,310</b>	<b>\$61,132</b>	<b>\$10,834</b>	<b>\$23,663</b>

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Start Up	\$132,045									
1 Wk. Staff Train. Sal. & Ben. (Health/Safety/Ops)	\$6,880									
Director Salary & Benefits (3 Month - Start-up)	\$18,425									
State License/Fees	\$1,000									
Inspection Corrections	\$3,000									
Signage/Marketing	\$1,000									
Misc Supplies	\$1,000									
<b>Start Up Costs - Fundraised</b>	<b>\$163,350</b>									

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
NET OPERATING REVENUE (Plus Prior YR Reserves)	\$11,102	\$49,685	\$60,140	\$49,755	\$34,524	\$21,249	\$28,470	\$17,044	\$2,782	\$9,923
CAPITAL AMORTIZATION	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370	\$5,370
UW TACOMA OPERATING CASH (BACKSTOP)	\$44,269	\$5,685	\$0	\$5,615	\$20,846	\$21,249	\$28,470	\$17,044	\$2,782	\$6,870
UW OPERATING CASH RECOVERY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NET ANNUAL REVENUE</b>	<b>\$16,471</b>	<b>\$60,660</b>	<b>\$65,510</b>	<b>\$60,740</b>	<b>\$60,740</b>	<b>\$68,465</b>	<b>\$87,310</b>	<b>\$61,132</b>	<b>\$10,834</b>	<b>\$23,663</b>

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
ESTIMATED UW OPERATING CASH PROVIDED	\$76,415									
ESTIMATED UW OPERATING CASH RECOVERY	\$76,415									
UW PRE-DESIGN COST (Reimbursement to UWT - Year 1)	\$31,707									

**NOTES:**  
 1. UWT Pre-Design costs are not recovered in this analysis.  
 2. After year 1 enrollment projected at 95% from Yr 2 and out, exceeding this will only improve cashflow position.  
 3. Simple 3% annual escalation used across the board.  
 4. Start-up costs required to fund operations for initial quarter, assumed fundraising will support these needs.  
 5. Inflation rate is based on last 10 year CPI average for Seattle-Tacoma MSA

**Rate adjustments in years 3/7/10 @ 4%**

# Proforma--Early Learning Center at the Children's Museum of Tacoma

University of Washington Tacoma

## Assumptions

	FTE	Y1 Monthly Rate/Child	Y1 Annual Rate/Child
Inflation	10	\$ 900	\$ 10,800
Active Months	13	\$ 900	\$ 10,800
OSPI Food Reimbursement Factor (\$30,000)	16	\$ 850	\$ 10,200
Y1 Percent Full Enrollment	16	\$ 850	\$ 10,200
Y2 Percent Full Enrollment	55	\$ 3,500	\$ 42,000
Y3 Percent Full Enrollment			
Annual Utilities/sq ft			
Total Sq Ft			
Lease/Sq Ft			
Contingency %			
Fringe Benefit Rate			
Capital Improvements			
Years Amortization			
Start Up Costs - Fundraised			

Revenue	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Tuition 1-2 Yr old children	\$91,800	\$100,116	\$105,678	\$108,848	\$112,114	\$115,477	\$118,942	\$122,510	\$126,185	\$129,971
Tuition 2-3 yr old children	\$119,340	\$130,151	\$137,381	\$141,503	\$145,748	\$150,120	\$154,624	\$159,263	\$164,041	\$168,962
Tuition 3-4 yr old children	\$138,720	\$151,286	\$159,691	\$164,482	\$169,416	\$174,499	\$179,734	\$185,126	\$190,680	\$196,400
Tuition 4-5 yr old children	\$138,720	\$151,286	\$159,691	\$164,482	\$169,416	\$174,499	\$179,734	\$185,126	\$190,680	\$196,400
OSPI Food Reimbursement	\$10,255	\$11,184	\$12,065	\$12,427	\$12,800	\$13,184	\$13,580	\$13,987	\$14,407	\$14,839
<b>Total Revenue</b>	<b>\$498,835</b>	<b>\$544,024</b>	<b>\$574,507</b>	<b>\$591,742</b>	<b>\$609,494</b>	<b>\$627,779</b>	<b>\$646,613</b>	<b>\$666,011</b>	<b>\$685,991</b>	<b>\$706,571</b>

\$6,151,569

## Expenses

Lease	\$38,400	\$39,552	\$40,739	\$41,961	\$43,220	\$44,516	\$45,852	\$47,227	\$48,644	\$50,103
UWU Pre-desing Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program Specialist Lead (x4)	\$128,000	\$131,840	\$135,795	\$139,869	\$144,065	\$148,387	\$152,839	\$157,424	\$162,147	\$167,011
Program Specialist Assistant (x4)	\$104,000	\$107,120	\$110,334	\$113,644	\$117,053	\$120,565	\$124,181	\$127,907	\$131,744	\$135,696
Director	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903	\$63,760	\$65,673	\$67,643	\$69,672	\$71,763
Program Coordinator/Curriculum Advisor (CMT)	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393	\$40,575	\$41,792	\$43,046	\$44,337	\$45,667
Benefits	\$109,480	\$112,764	\$116,147	\$119,632	\$123,221	\$126,917	\$130,725	\$134,647	\$138,686	\$142,847
Utilities	\$9,600	\$9,888	\$10,185	\$10,490	\$10,805	\$11,129	\$11,463	\$11,807	\$12,161	\$12,526
Start Up \$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UWU Fiscal Management Operations	\$38,143	\$38,585	\$40,236	\$41,443	\$42,686	\$43,967	\$45,286	\$46,644	\$48,043	\$49,485
<b>Total Expenses</b>	<b>\$517,623</b>	<b>\$532,450</b>	<b>\$548,916</b>	<b>\$565,383</b>	<b>\$582,345</b>	<b>\$599,815</b>	<b>\$617,810</b>	<b>\$636,344</b>	<b>\$655,434</b>	<b>\$675,097</b>

Per mo. \$800.00

\$7.95

\$3,178.60

\$5,931,218

## Start Up

3 Month Operating Revenue - Reserve	\$ 122,145
2 Wk. Staff Train. Sal. & Ben. (Health/Safety/Ops)	\$ 13,761
Director Salary & Benefits (3 Month - Start-up)	\$ 18,425
State License/Fees	\$ 1,000
Inspection Corrections	\$ 3,000
Signage/Marketing	\$ 1,000
Misc. Supplies	\$ 1,000
<b>Start Up Costs - Fundraised \$</b>	<b>160,331</b>

NET OPERATING REVENUE										
CAPITAL AMORTIZATION	(\$18,788)	\$11,575	\$25,591	\$26,359	\$27,150	\$27,964	\$28,803	\$29,667	\$30,557	\$31,474
UW TACOMA OPERATING CASH PROVIDED	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
UW OPERATING CASH RECOVERY	\$68,788	\$38,425	\$24,409	\$23,641	\$22,850	\$22,099	\$21,348	\$20,607	\$19,856	\$19,105
UW PRE-DESIGN COST REIMBURSEMENT (\$37,707)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NET ANNUAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\$178,114 Check

\$148,465 Check

## Notes:

- ESTIMATED UW OPERATING CASH PROVIDED
- ESTIMATED UW OPERATING CASH RECOVERY
- UW PRE-DESIGN COST
- UW PRE-DESIGN COST REIMBURSEMENT

\$178,114  
\$148,465  
\$31,707 (Not recovered)  
\$0

## NOTES:

- UWT Pre-Design costs are not recovered in this analysis.
- After year 1 enrollment projected at 95% from Yr 2 and out, exceeding this will only improve cashflow position.
- Simple 3% annual escalation used across the board.

# Proforma--Early Learning Center at the Children's Museum of Tacoma

University of Washington Tacoma

**Assumptions**

Inflation	3%
Active Months	12
OSPFI Food Reimbursement Factor (\$30,000)	60%
Y1 Percent Full Enrollment	90%
Y2 Percent Full Enrollment	95%
Annual Utilities/sq ft	\$2.00
Total Sq Ft	4,800
Lease/Sq Ft	\$8.00
Contingency %	0%
Fringe Benefit Rate	34%
Capital Improvements	\$250,000
Years Amortization	5
Start Up Costs - Fundraised	\$62,132

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>Revenue</b>										
Tuition 1-2 Yr old children	\$97,200	\$105,678	\$108,848	\$112,114	\$115,477	\$118,942	\$122,510	\$126,185	\$129,971	\$133,870
Tuition 2-3 yr old children	\$126,360	\$137,381	\$141,503	\$145,748	\$150,120	\$154,624	\$159,263	\$164,041	\$168,962	\$174,051
Tuition 3-4 yr old children	\$146,880	\$159,691	\$164,482	\$169,416	\$174,499	\$179,734	\$185,126	\$190,680	\$196,400	\$202,292
Tuition 4-5 yr old children	\$146,880	\$159,691	\$164,482	\$169,416	\$174,499	\$179,734	\$185,126	\$190,680	\$196,400	\$202,292
OSPFI Food Reimbursement	\$10,859	\$11,806	\$12,160	\$12,525	\$12,901	\$13,288	\$13,686	\$14,097	\$14,520	\$14,955
<b>Total Revenue</b>	<b>\$528,179</b>	<b>\$574,248</b>	<b>\$591,475</b>	<b>\$609,219</b>	<b>\$627,496</b>	<b>\$646,321</b>	<b>\$665,710</b>	<b>\$685,682</b>	<b>\$706,252</b>	<b>\$727,440</b>
<b>Expenses</b>										
Lease	\$38,400	\$39,552	\$40,739	\$41,961	\$43,220	\$44,516	\$45,852	\$47,227	\$48,644	\$50,103
UWMT Pre-desing Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program Specialist Lead (x4)	\$128,000	\$131,840	\$135,795	\$139,869	\$144,065	\$148,387	\$152,839	\$157,424	\$162,147	\$167,011
Program Specialist Assistant (x4)	\$104,000	\$107,120	\$110,394	\$113,644	\$117,053	\$120,565	\$124,181	\$127,907	\$131,744	\$135,696
Director	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903	\$63,760	\$65,673	\$67,643	\$69,672	\$71,763
Program Coordinator/Curriculum Advisor (CMT)	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393	\$40,575	\$41,792	\$43,046	\$44,337	\$45,667
Benefits	\$109,480	\$112,764	\$116,147	\$119,632	\$123,221	\$126,917	\$130,725	\$134,647	\$138,686	\$142,847
Utilities	\$9,600	\$9,888	\$10,185	\$10,490	\$10,805	\$11,129	\$11,463	\$11,807	\$12,161	\$12,526
Start Up \$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UWMT Fiscal Management	\$38,684	\$40,457	\$41,144	\$42,378	\$43,650	\$44,959	\$46,308	\$47,697	\$49,128	\$50,602
Operations	\$518,164	\$534,321	\$549,824	\$566,319	\$583,309	\$600,808	\$618,832	\$637,397	\$656,519	\$676,215
<b>Total Expenses</b>										
<b>Start Up</b>										
1 Month Operating Revenue - Reserve	\$43,110									
1 Wk. Staff Train. Sal. & Ben. (Health/Safety/Ops)	\$6,880									
Director Salary & Benefits (1 Month - Start-up)	\$6,142									
State License/Fees	\$1,000									
Inspection Corrections	\$3,000									
Sinage/Marketing	\$1,000									
Misc Supplies	\$1,000									
<b>Start Up Costs - Fundraised</b>	<b>\$62,132</b>									

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>NET OPERATING REVENUE</b>	<b>\$10,015</b>	<b>\$39,926</b>	<b>\$41,651</b>	<b>\$42,900</b>	<b>\$44,187</b>	<b>\$45,513</b>	<b>\$46,878</b>	<b>\$48,285</b>	<b>\$49,733</b>	<b>\$51,225</b>
CAPITAL AMORTIZATION	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
UW TACOMA OPERATING CASH PROVIDED	\$39,985	\$10,074	\$8,349	\$7,100	\$5,813	\$0	\$0	\$0	\$0	\$0
UW OPERATING CASH RECOVERY	\$0	\$0	\$0	\$0	\$0	\$45,513	\$25,807	\$10,636	\$0	\$0
UW PRE-DESIGN COST REIMBURSEMENT (\$37,707)	\$0	\$0	\$0	\$0	\$0	\$21,071	\$21,071	\$10,636	\$0	\$0
<b>TOTAL NET ANNUAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$37,649</b>	<b>\$49,733</b>	<b>\$66,519</b>	<b>\$83,769</b>	<b>\$101,225</b>

**Notes:**

ESTIMATED UW OPERATING CASH PROVIDED \$71,320

ESTIMATED UW OPERATING CASH RECOVERY \$71,320

UW PRE-DESIGN COST \$31,707

UW PRE-DESIGN COST REIMBURSEMENT (Yr 7/8) \$31,707

# United Way of Pierce County Board of Directors

## Board Goals (2015-16)

### **INCREASE ANNUAL REVENUE TO SUPPORT COMMUNITY INVESTMENT AND UWPC PROGRAMS**

#### **Ensure that UWPC exceeds the 2016 campaign goal...**

- Make a meaningful personal financial contribution: Every board member is a Leadership Donor
- Actively support Resource Development/Stewardship activities (every board member participates in a minimum of five per year)
  - Initiate follow-up calls to Leadership, Loyal and Lapsed Donors
  - Host or take an active role at cultivation/recognition events (testimonials, advocacy)
  - Support UWPC outreach to new business prospects (provide 3-5 names)
  - Initiate or accompany UWPC professional staff on CEO/company calls
  - Support UWPC affinity group strategy: Emerging Philanthropist Program/Women's Leadership (e.g., attend events, identify/cultivate candidates)

### **PROVIDE EFFECTIVE LEADERSHIP/GOVERNANCE AS A HIGH-PERFORMING BOARD**

#### **Increase individual board member engagement, participation and feedback**

- Attend 75% of board meetings (in person or remote access)
- Review materials prior to meeting and participate actively in discussion of key issues
- Complete board meeting evaluation promptly via Survey Monkey
- Respond promptly to email requests for input/feedback from board leadership/CEO
- Join and actively participate in at least one board committee (standing or ad hoc)
- Complete annual performance assessments as required (board, CEO, organization)
- Be an effective ambassador for UWPC; participate in UWPC volunteer/outreach events
- Participate in opportunities to educate/advocate on behalf children and families

#### **Create individual plans for engagement/participation**

- Every board member creates an annual plan of action with benchmarks

# Provide Effective Leadership and Governance

<b>PROVIDE EFFECTIVE LEADERSHIP/GOVERNANCE AS A HIGH-PERFORMING BOARD</b>		<b>Check box to Agree</b>
<b>Increase individual board member engagement, participation and feedback</b>		
<b>Attend 75 % of the board meetings in person or via conference call</b>		
_____ % of board meetings will attend		
<b>Review materials prior to meeting and participate actively in discussion of key issues</b>		
I will actively participate in board meetings		
<b>80% of Board members in attendance will complete board meeting evaluation promptly via Survey Monkey</b>		
I will complete board evaluations after every meeting that I attend		
<b>Respond promptly to email requests for input/feedback from board leadership/CEO</b>		
<b>Attend the Annual Community Celebration Breakfast</b>		
<b>Join and actively participate in at least one board committee (standing or ad hoc)</b>		Select at least 1 committee
Committee Name _____ # of Meetings Attended _____		
Advocacy Committee		
Campaign Cabinet		
Community Impact Cabinet		
Endowment Committee		
Executive Committee		
Finance Committee		
Governance Committee		
Impact Advisory Councils		
Marketing Committee		
Tocqueville Committee		
Other Support/Assistance/Guidance		
<b>Complete annual performance assessments as required (board, CEO, organization)</b>		
1) Board Assessment (every three years)		
2) CEO Assessment		
<b>Be an effective ambassador for UWPC; participate in UWPC volunteer/outreach events</b>		
Describe		
<b>Participate in opportunities to educate/advocate on behalf children and families</b>		
Describe		

SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

Return this document to Heidi Hansen at heidih@uwpc.org

# United Way of Pierce County - 2015/2016 Board Goals

## Individual Board Member Action Plan

**INCREASE ANNUAL REVENUE TO SUPPORT COMMUNITY INVESTMENT AND UWPC PROGRAM. Exceed the 2016 campaign goal.**

<b>Make a meaningful personal financial contribution at the Leadership level</b>	
Leadership Level Gift - minimum \$1,000 unrestricted donation (100% tax deductible)	\$
<b>Actively support Resource Development/Stewardship activities (every board member participates in a minimum of five per year)</b>	Select a minimum of 5
<b>Host a cultivation /recognition event:</b>	
Emerging Philanthropist Event	
Women's Leadership	
Tocqueville	
<b>Provide testimonials at events/Company campaign events:</b>	
1)	
2)	
<b>Initiate or accompany UWPC staff on CEO/Company Calls:</b>	
1)	
2)	
<b>Provide us with the opportunity to speak at your company during the campaign season</b>	
1) Executive/ Leadership Team	
2) Employees	
<b>Attend other events/Get your Company involved:</b>	
1) Day of Caring	
2) Day of Action	
<b>Support UWPC Outreach efforts to new business prospects ( by providing 3- 5 contacts)</b>	
1)	
2)	
3)	
4)	
5)	
<b>Support our Major Gifts effort by connecting us with high end donors and other high end prospects (open doors for us)</b>	
1)	
2)	
<b>Initiate follow-up phone calls to Leadership, Loyal and Lapsed Donors</b>	
Donor Thank you calls (5 to 10 calls)	
number of calls - _____	
Participate in at least one Thank a thon event a year # of thank a thons _____	
Write Thank you notes to donors - # of notes _____	
<b>Support Affinity Group Strategy by attending events and identifying candidates</b>	
Women's Leadership Event	
Emerging Philanthropist Event	
Identify Candidates	
<b>Campaign Executives events:</b>	
Welcome Picnic	
December Celebration	

Increase Annual Revenue