

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 18, 2015 	Jamey McCormick Board Chair	ACTIONS: Approval of Minutes
7:35am	Finance Update	Pete Grignon CFO Jennifer Nino	Information/ Discussion
7:40am	Governance Committee Update <ul style="list-style-type: none"> • Organizational Assessment • 2015-16 Board of Directors Slate 	Linda Nguyen Vice-Chair	ACTIONS: Approval
8:00am	Business Plan Update	Dona Ponepinto President and CEO	Information/ Discussion
8:20am	Campaign -Closing the \$300K Gap	Sean Armentrout VP Corporate Relations	Information/ Discussion
8:35am	President's Report <ul style="list-style-type: none"> • Advocacy Update • Staffing Update 	Dona Ponepinto	Information/ Discussion
8:45	Executive Session	Jamey McCormick	Information/ Discussion
9:00am	Adjournment	Jamey McCormick	

March 18, 2015
7:30 – 9:00 am

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

Jamey McCormick, Presiding
MINUTES

Executive Committee Members

Jamey McCormick	Jennifer Nino	Jeffrey Vernor	Jo Anne Coy
Linda Nguyen	Debi Young	Rick Meeder	
Matt Levi	Kent Roberts	Patty Rose	

UWPC Staff: Dona Ponepinto, Pete Grignon, Sean Armentrout, Shawn Paton, Heidi Hansen

Call to Order/Welcome

Jamey called the meeting to order at 7:35am

Approve Minutes from February 25, 2014

M/S/C

Finance Update

UW Life Policy

Jennifer and Pete reviewed the proposed UW Life Policy. There was some confusion. The background sections needs more explanation, the sentence “we will allow designations to a particular are, such as young children and families should be removed. Sean will redraft for presentation to the Board.

There was discussed regarding the details of how UW Life works.

A motion was made to accept the concept of the policy and the new draft will be presented to the Board. **M/S/C**

Property Update

There is still interest in our parking lot. The Finance Committee has discussed this issue and has recommended looking into this further to see what the offer is. Mark Hollander is asking for a Letter of Intent (non-binding), which we are not prepared to sign. One of the main issues is the parking, especially for the Children’s Museum. Not only after the new construction but during the 18 months it may take to complete the project. It is important to keep this confidential so that current tenants do don’t worry. Tenants will be talked with if we decide to further. This will go on the Board agenda.

Organizational Assessment

This will be reviewed at the March Board meeting. We did have a great response to the survey, highest participation ever, 100% staff and only missing 1 Board Member. We have areas we need to work on.

Family Opportunity Center Update

The Social Innovation Fund grant has opened up an opportunity for us to change the story for families by creating neighborhood Family Opportunity Centers that provide financial stability programs, parenting supports and other resources customized by location, based on the needs of the communities they serve. The grant submitted was submitted M arch 17th. Dona thanked all those involved in getting this done on time. The \$500k in match covered as follows:

\$500k Match

- United Way - \$100K + \$42,500 (placeholder)
- Russell Foundation - \$100K
- City of Tacoma - \$85K (will be going to City Council for more money)
- Impact Capital - \$85K
- Columbia Bank - \$25K (thanks to Jo Anne)
- MultiCare - \$25K
- Franciscan - \$25K
- Weyerhaeuser - \$10,000 (thanks to Kristen)
- Commencement Bank - \$2,500 (thanks to Jennifer)
- Additional match opportunities: US Bank, Key Bank, TrueBlue, Regence, WorkForce Central and others. Calls are out to more companies that have shown an interest.

Most the money is contingent on receiving the grant, but regardless of the grant, we want to continue with this project. The City and Russell foundation will probably still stay committed, they believe in this project. Other local foundations (Cheney, Forrest/Sequoia, Bamford) are also being contacted. We've had three community meetings (25 – 30 People) mostly very positive responses. Our weak link is evaluations, which we have never done, and is a requirement (by an independent third party).

We do not want to be confused with Financial Opportunity Center (FOC) our name will be, Center for Strong Families (CSF).

Timeline: first cut is in April, if we pass this, more information will be needed. Next we will have 6 – 8 months to get our process ready. We are working on this now.

Presidents Report

2015 Organizational Goals

- **COMMUNITY IMPACT:**
Impact Scorecard with defined metric and benchmarks in place as well as the execution of two to three impact products aligned against the 5 year strategic objectives and 10 year goals.
- **LONG TERM, SUSTAINABLE GROWTH:**
Implement growth strategies targeted towards planned giving/principal gifts and donor retention. Align growth strategies with impact products that result in increased revenue from multiple sources.
- **ORGANIZATIONAL ALIGNMENT AND PERFORMANCE:**
Organization is effectively aligned and has the capacity and capability to execute and achieve our 5 year strategic goals
- **DONOR ENGAGEMENT AND RELATIONSHIPS**
Create opportunities to engage leadership level donors and top supporting companies (reduce donor churn) in deeper meaningful connections that invite, connect and commit to action.

Reflection Events

Three events have been held so far with good turnout. Gig Harbor was low but did have the opportunity to present to the Gig Harbor Chamber's Public Affairs Forum, which had over 30 people. We have one more event next week.

Celebrate Community – May 7th 7:30 – 9:30am

This will be a breakfast this year, with Rich Hardwood as the keynote speaker. We will also have a reception with Rich Hardwood the evening before, May 6th (5-7pm) at the Pacific Grill, please mark your calendars.

South Sound Together

Ads have been in the TNT (front bottom or sports page) each member is being is highlighted. The first meeting was held recently. There will be approximately \$280,000 to use in the community on various projects. Currently they are getting input from local originations on what some of this project should be. This is great for United Way to have influence in the community.

Business Plan

Dona is still working with Derek, she let him know we are disappointed in the results so far. Derek will be working with the Impact team more. Dona let Derek know this need to be completed by the April meeting.

Dues Structure updates

Information about United Worldwide due increase has been sent to the Board for review. UWW want to charge dues on all revenue received not just campaign money. Dona is on a committee of CEO to discuss this, many UW's are not happy. It will have a significant effect on some United Ways. The minimum dues will be \$2,000. We currently pay \$61,610.

CEO Performance

Would like time at the next meeting to discuss what the Board expects, what do they want to see Dona do this year.

Miscellaneous

- The March 27th Board meeting will be held at Tacoma Community House.
- There is a Community Impact Forum in Portland on March 20th, 8 staff and 2 Board members
- CEO evaluation is out on Survey Monkey, please complete by next Friday.

Adjourn

Jamey adjourned at 9:05am

UWPC – TREASURER’S REPORT
As of March 31, 2015

SELECTED FINANCIAL INFORMATION

PLEDGES - 2014-15 CAMPAIGN

Total pledge revenue booked is **\$5,139,368**. We are at 83% of our budget goal compared to 86% prior year and 79% two years ago. As of this report we are on target to meet our budget goal. Campaigns will be wrapping up at two of our larger accounts, Davita and Multicare, in April.

COLLECTIONS

Collections of dollars on pledges for the current campaign are 39.81%, last year 38.37%; two years ago 36.80%. Our normal range in year over year comparison is 0-3 percent difference due to the timing of pledge payments.

ENDOWMENT

Our endowment continues to prosper due to favorable market conditions in both bonds and equities. The endowment stands at \$3,701,689 compared to \$3,220,333 prior year.

FUNCTIONAL EXPENSES (DEPARTMENTAL EXPENDITURES)

We are under budget by \$73,000. Salary and benefit line items are from hiring lags. Other line items are related to timing differences in expenditures.

Line Items over by \$5,000: None

BUILDING

We have signed an MOU with the Children's Museum of Tacoma to operate a child care center in our basement. A lease agreement is in the works. The center will mainly service faculty and low income staff from the University of Washington Tacoma (UWT). UWT will also be providing financial backing for any deficits the child care center may incur in their first few years of operation.

UNITED WAY OF PIERCE COUNTY SELECTED FINANCIAL INFORMATION

AS OF MARCH 31 2015			
2014-15 Community Campaign Budget Goal			6,164,842
Pledges Received			(5,139,368)
Pledges needed to reach Community Campaign Budget Goal			1,025,474
Community Impact Budget Goal			\$688,000
Pledges Received			(51,695)
Pledges (over) under Goal			636,305
2014-15 CAMPAIGN PERCENT COLLECTED			
COLLECTIONS - SAME MONTH PRIOR YEAR			39.81%
COLLECTIONS - SAME MONTH TWO YEARS AGO			38.37%
			36.80%
BALANCE SHEET INFORMATION:			
	2015	2014	
Cash & Short Term Investments	\$2,504,392	\$2,399,510	
Unrestricted Asset Balances			
Building - Betye Martin Baker Human Service Ctr	3,177,556	3,365,763	
Equipment	92,565	114,638	
Endowment	3,701,689	3,220,333	
Undesignated	(102,578)	(296,897)	
STATEMENT OF ACTIVITIES INFORMATION:			
	2015 Y-T-D	2015 Y-T-D	2015
	ACTUAL	BUDGET	FULL YR BUDGET
Campaign Total (2014-15 Campaign)	\$5,139,368	\$5,263,000	\$6,164,842
Designations (estimated)	(2,142,349)	(2,230,000)	(2,375,000)
Provision for Uncollectibles	(193,307)	(81,769)	(193,307)
Other revenues, gains and support	124,992	(230,750)	1,097,063
Net Campaign, Support & Revenue	2,928,704	2,720,481	4,693,598
Funded Partners	(296,347)	(300,000)	(1,200,000)
Impact	(167,195)	(164,250)	(518,900)
Functional Expenses & Dues (Incl UWPC Program)	(634,642)	(699,154)	(2,953,198)
Other Distributions	0	0	(21,500)
Depreciation on Equipment	(12,000)	(12,000)	(19,000)
NET REVENUE(EXPENSE)	1,818,520	1,545,077	(19,000)
BETYE MARTIN BAKER HUMAN SERVICE CENTER			
	2015 Y-T-D	2015 Y-T-D	
As of March 31, 2015	ACTUAL	BUDGET	
Net Inc./Loss - per books	(53,929)	(78,185)	
Net Inc./loss - cash flow	(21,364)	7,534	
	2015	2014	
Cash Position	182,629	241,609	
Miscellaneous Payables	0	0	
Long Term Debt	0	0	

UWPC STATEMENT OF ACTIVITIES

For the three months ending

March 31, 2015

	YTD Actual	YTD Budget	YTD Variance	2014 Budget	% Budget
1 TOTAL CAMPAIGN (2014-15)	\$5,139,368	\$5,263,000	(\$123,632)	\$6,164,842	83.37%
2 Donor Designated - Est.	(2,142,349)	(2,230,000)	87,651	(2,375,000)	90.20%
3 2014-15 Campaign - Undesignated	2,997,019	3,033,000	(35,981)	3,789,842	79.08%
4 Allowance for uncollectibles	(193,307)	(81,769)	(111,538)	(193,307)	100.00%
5 Impact including Early Learning	51,695	125,000	(73,305)	688,000	7.51%
6 Bequests	0	0	0	0	0.00%
7 Campaign - prior year	24,683	10,000	14,683	10,000	246.83%
8 Restricted support	0	0	0	0	100.00%
9 Total Public Support	2,880,090	3,086,231	(206,141)	4,294,535	67.06%
10					
11 Other Support & Revenue					
12 Program & Event Income	36,047	45,000	(8,953)	299,063	12.05%
13 Investment income	5,694	5,000	694	20,000	28.47%
14 Realized gain/loss	8,215	0	8,215	0	0.00%
15 Miscellaneous	6,874	10,000	(3,126)	80,000	8.59%
16 Total Other Revenue	56,829	60,000	(3,171)	399,063	14.24%
17 Total revenues, gains & other	2,936,919	3,146,231	(209,312)	4,693,598	62.57%
18 Community Investments & Expenses					
19 Investments and grants:					
20 CSF to agencies	296,347	300,000	(3,653)	1,200,000	24.70%
21 Payments to affiliates	69,611	61,000	8,611	68,000	102.37%
22 Impact Funding	167,195	164,250	2,945	518,900	0.00%
23 Other distributions	0	0	0	21,500	0.00%
24 Total investments and grants	533,153	525,250	7,903	1,808,400	29.48%
25 Functional expenses:					
26 Salaries	364,294	400,997	(36,703)	1,763,983	20.65%
27 Employee Benefits & P/R taxes	95,234	124,998	(29,764)	547,991	17.38%
28 Professional fees	14,413	10,112	4,300	72,050	20.00%
29 Advertising/Promotional Items	1,149	2,783	(1,634)	30,500	3.77%
30 Supplies	3,690	5,965	(2,275)	23,860	15.47%
31 Telephone, fax	2,997	6,000	(3,003)	24,493	12.24%
32 Postage and shipping	1,690	2,252	(562)	21,175	7.98%
33 Occupancy	18,580	18,571	9	33,868	54.86%
34 Rental & maintenance of equip.	19,682	20,584	(903)	83,059	23.70%
35 Printing and publications	2,499	3,384	(885)	87,634	2.85%
36 Travel - volunteers & staff	4,758	6,138	(1,380)	81,625	5.83%
37 Conferences & Special Events	26,651	27,620	(969)	90,055	29.59%
38 Membership dues	3,801	4,100	(300)	12,805	29.68%
39 Interest Expense & Misc.	5,593	4,650	943	12,100	46.22%
40 Total expenses before deprec.	565,031	638,154	(73,123)	2,885,198	19.58%
41 Depreciation	12,000				
42 Total Functional Expenses	577,031				
43 Remaining Budget	3,324,711				
44 Net Revenue	(\$1,497,975)				
45 Asset Balances, Beginning of Year	11,261,956				
46 Assets Released From Restriction	(2,402,207)				
47 Net Asset Balances 03/31/2015	\$7,361,774				

UWPC BALANCE SHEET

1	<u>ASSETS</u>	3/31/15
2	Cash and Short Term Investments	\$2,504,392
3	Long Term Investments	\$3,531,959
4	Other Investments (Chihuly)	83,000
5	Gifts In Kind Inventory	8,120
6	Grants/other Receivable	1,784
7	Promises Receivable 2014 Campaign - less Allowance (81,769)	2,388,547
8	Promises Receivable 2013 Campaign	0
9	CFC receivable - 2013 - less allowance (11,316)	0
10	CFC receivable - 2014 - less allowance (13,252)	41,138
11	Furniture, Fixtures and Equipment - net of	
12	accumulated depreciation - (\$584,368)	161,161
13	Building -Betye Martin Baker Human Service Center	3,177,556
14	Permanently Restricted Investments	102,452
15	Prepaid expenses	0
16	CFC Prepaid Expenses	154,514
17	Total Assets	<u>\$12,154,621</u>
18	<u>LIABILITIES AND NET ASSET BALANCES</u>	
19	Liabilities and deferred support:	
20	Accounts Payable	\$28,114
21	Designations payable	\$1,246,987
22	Grants payable	\$193,035
23	Remaining budget	3,324,711
24	Total liabilities	<u>\$4,792,848</u>
25	Net Asset Balances	
26	Unrestricted	
27	Building -Betye Martin Baker Human Service Center	3,177,556
28	Equipment	92,565
29	Board Designated - Impact	158,561
30	Board Designated - Endowment	3,425,719
31	Undesignated	(102,578)
32	Subtotal Unrestricted	<u>6,751,823</u>
33	Temporarily & Permanently Restricted	
34	Temporarily Restricted	412,059
35	Donor Designated - Impact	95,439
36	Permanently Restricted	102,452
37	Subtotal Temporarily Restricted	<u>609,950</u>
38	Total net asset balances	<u>7,361,774</u>
39	Total liabilities and net asset balances	<u>\$12,154,621</u>

UNITED WAY OF PIERCE COUNTY
Organizational Self Assessment 2015

2015 Organizational Self Assessment
Governance, Financial Management Operations

	Overall	Don't Know	Not Described	Staff	Don't Know	Not Described	Board	Don't Know	Not Described
1 Mission	3.17	0		3.00	0		3.33		
2 Governance	2.90	6		2.59	6		3.13		
3 Strategic and Business Planning	2.72	1		2.36	1		3.04		
4 Inclusiveness	2.82	3		2.77	1		2.86	2	
5 System Citizenship	3.43	7		3.29	2		3.58	5	
6 Back Office	3.16	4		3.30	3		3.04	1	
7 Cost Analysis	3.56	11		3.56	7		3.55	4	
8 Risk Management	3.34	9		3.29	6		3.38	3	
9 Business Continuity	2.81	16		2.63	4		3.08	12	
10 Facilities	3.43	1		3.00	0		3.87	1	
11 Financial Policies	3.66	12		3.43	9		3.67	3	
12 Public Reporting and Transparency	3.39	11		3.39	5		3.39	6	
13 Investment Policies	3.81	10		3.80	8		3.82	2	
14 Leadership Commitment to Community Impact	2.74	3	2	2.67	3	2	2.79		
Business Model...how well we are executing on Impact									
15 Turning outward to the community	2.62	1	1	2.57	1	1	2.71		
16 Public commitment to an issue	2.45	2	1	2.05	2	1	2.79		
17 Deepen relationships with individuals, institutions and informal networks	2.41	1		2.30	0		2.52	1	
18 Develop and Implement effective partnerships, strategies with community focus									
19 Mobilize resources - Give, Advocate and Volunteer	2.25	3		2.36	1		2.77	2	
20 Measure and evaluate results and adapt strategies	2.64	3		2.18	1		2.42		
21 Communicate strategically to accelerate impact	2.10	6	1	1.78	4	1	2.36	2	
22 Learn and innovate	2.30	2	1	2.33	1	1	2.26	1	
23 Develop talent	2.46	6	6	2.13	2	6	2.70	4	
24 Align and integrate the organization to deliver on social change	2.18	8	1	2.05	1	1	2.35	7	
	2.64	2	1	2.62	1	1	2.65	1	

Organization Self-Assessment - 2015

Staff Breakout Questions

Please review board observations below the questions.

- 1) Staff Observations?
- 2) What is working well in the organization?
- 3) How can we improve in a couple of perceived low performing areas:
 - Messaging (Communicate strategically to accelerate impact)
 - Talent Development

What are we missing to improve in these two areas? What would be helpful?

Staff Observations

- Believe the lower-scoring items were areas that most staff is not intimately involved in and as a result, don't know much about.
- Additionally, we don't ask for more information about those things because there is a high level of trust in those who manage them.
- Many items ranked lower because we "are not there yet" - doing some things listed in the 1 and 2 rank but not as many in the 3 and 4 rank.
- Some questions were hard to comprehend
- Cover some of the I don't know areas, such as financial and investment policies, in new staff and board orientation
- Staff scores lower as a result of grading tougher as we are the ones doing the day to day work and see more of what is going on
- If scores were higher we may not have a need for a VP of Impact

What is working well?

- Goals established
- Solid mission
- looking outward
- developing partnerships
- More cross functional teams

How can we improve in a couple of perceived low-performing areas?

- Messaging - Need more specifics, metrics, products. This is one where we "are not there yet".
- Talent Development - better understanding of competencies, competencies specific to each of our jobs and how those relate to our work. This will help us to know where we need more development and be able to find more appropriate opportunities.
- Improve internal communication...connect the dots with what are the results of our investments
- Communicate our value, the why of our existence.
- Doing a lot already
- Invite other staff who might not get a chance all the time in attending a community event
- Continue low cost training

What are we missing to improve in these two areas? What would be helpful?

- Better understanding of competencies specific to our jobs and how they relate to the work. Messaging will become clearer and start accelerating our work as we develop more firm strategies, partnerships and products.

2015 Organizational Self-Assessment

Board Observations and Steps to Improve

❖ Governance, Financial Management and Operations

Observations

High level of I don't know answers in the following areas:

- Business Continuity
 - Financial Policies
 - Public Reporting and Transparency
 - Investment Policies
- I don't know answers are not red flags as Board time is typically spent on higher level issues
 - Let people know that "I don't Know" is a legitimate response.
 - How much does the board need to know?
 - Could board and staff turnover be a factor?

Steps to Improve

- Be intentional about fitting these items into board and staff meeting agendas. We have three years before our next assessment. Make sure we cover some of these items in the year prior to the assessment.
- How do we raise awareness on these areas? Record webinars on specific topics, board orientation, board portal.

❖ Business Model - Executing on Community Impact

Observations

- Board rated higher in this area than staff
- Do lower ratings from staff reflect turnover, direction or difficulty of work?
- Is this awkward timing being in the midst of a leadership transition?

Lowest results in:

- Develop Talent
 - Measure and evaluate results and adapt strategies
- How do we bridge the gap on the wide difference in viewpoints between board and staff?
 - Assessment doesn't align completely with board goals.

Steps to Improve

- Focus on items below 2.5 and put together a plan for improvement
- Get feedback from staff on lower scores
- Propose to United Way Worldwide to add number of years for staff or board on future assessments
- Know signature issues and what messages to convey
- Re assess low scoring areas in one year

United Way of Pierce County
Governance Committee Meeting
April 14, 2015
7:30am – 9:00am



2015 – 2016 Executive Slate

- James McCormick – Chair
- Linda Nguyen – Vice-Chair
- Matt Levi – Secretary
- Jennifer Nino – Treasurer

Retiring Board Members

- Debi Young
- Jeff Vernor

Re-Election of Board members

- Sebrena Chambers
- Jennifer Nino
- Kristen Sawin
- Marilyn Mullenax
- Rod Koon

Prospective Board Members

- David Pearson - TrueBlue
- Bill Robertson – MultiCare
- Carolyn Lee – State Farm

Board Terms

Name	Company	Start Date	End Date
Sebrena Chambers	T-P County Health Dept	04/30/12	04/30/15
Debi Young	City of Lakewood	04/22/03	04/30/15
Jeff Vernor	TPG Global	05/01/09	04/30/15
Jennifer Nino	Commencement Bank	05/01/09	04/30/15
Kristen Sawin	Weyerhaeuser	01/27/12	04/30/15
Marilyn Mullenax	Columbia Bank	04/30/12	04/30/15
Rod Koon	Port of Tacoma	05/01/02	04/30/15
Amy Eveskcige	Tacoma School District	09/27/13	04/30/16
Bill Berry	TPU	05/31/13	04/30/16
Brenda Rogers	Bethal School District	04/26/13	04/30/16
Carla Santorno	Tacoma Public Schools	05/01/10	04/30/16
David Graybill	Community Advocate	04/01/95	04/30/16
Dirk Rabdau	Simpson Timber	09/06/13	04/30/16
Elizabeth Bailey	Westmark Products	06/25/10	04/30/16
Gerald Denman	Puyallup School District	09/06/13	04/30/16
Jo Anne Coy	Columbia Bank	05/25/01	04/30/16
Kent Roberts	Community Advocate	04/26/92	04/30/16
Rick Meeder	Community Advocate	04/06/01	04/30/16
Silvia Barajas	Tacoma Community College	05/01/10	04/30/16
Tonya Burnett	UFCW Local 367	04/26/13	04/30/16
Jamey McCormick	Messina Bulzomi Christensen	09/27/07	04/30/17
Linda Nguyen	WorkForce Central	05/01/11	04/30/17
Matt Levi	Franciscan Health System	05/01/11	04/30/17
Patty Rose	Pierce County Labor Council	07/01/02	04/30/17
Tim Holmes	Good Samaritan Hospital	05/01/11	04/30/17
Linda Proett	Regence	12/11/14	04/30/18
Rich Rocks	Boeing	12/11/14	04/30/18

Terms Ending:

2015 - 7

2016 - 13

2017 - 5

2018 - 2

Campaign Goals By Revenue Stream

As of April 3, 2015

	2013 Actual	2014 Goal	2014 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
Workplace	\$ 4,623,242	\$ 5,114,000	\$ 4,017,844	\$ 764,558	\$ (331,598)
United Way Life**	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -
Direct Giving Online	\$ 345,999	\$ 464,000	\$ 194,245	\$ 269,755	\$ -
Sub Total:	\$ 4,969,241	\$ 5,828,000	\$ 4,212,089	\$ 1,284,313	\$ (331,598)
Grants	\$ 391,169	\$ 640,000	\$ 535,000	\$ 105,000	\$ -
UWPC Total:	\$ 5,360,410	\$ 6,468,000	\$ 4,747,089	\$ 1,389,313	\$ (331,598)

2013 Numbers--Used Actuals: Workplace is Total in Enterprise less CRD and Direct
 2014 Total--\$925,000 ADT Goal is split \$611,000 to Workplace and \$314,000 to Direct
 Closing the Gap: Campaigns closed but unaudited **\$78,046** and another **\$320,000** projected for campaigns currently running through February. **Total - \$398,046**

Campaign Goals By Donor Segment

As of April 3, 2015

	2013 Actual	2014 Goal	2014 Actual	Outstanding Projection
ADT	\$ 704,046	\$ 925,000	\$ 708,000	\$ 217,000
Leadership Donors (<\$10,000)	\$ 917,451	\$ 1,188,000	\$ 788,102	\$ 399,898
Non-Leaders	\$ 1,612,973	\$ 1,650,000	\$ 1,278,223	\$ 371,777
Total	\$ 3,234,470	\$ 3,763,000	\$ 2,774,326	\$ 988,674
Direct Giving (without ADT)	\$ 105,544	\$ 150,000	\$ 107,220	\$ 42,780

Closing the Gap: Campaigns closed but unaudited **\$78,046** and another **\$320,000** projected for campaigns currently running through February. **Total - \$398,046**

Closing the Gap

Element and Milestones	Metrics	Lead (s)
Deliverable 1: Closing the Gap		
<ul style="list-style-type: none"> Donor Telethons – to help reduce churn 		Dan/Mary
<ul style="list-style-type: none"> Pre-Spring Telethon Campaign set for February 17 <ul style="list-style-type: none"> Contacting Major Campaigns and Donors campaigns not run. Supports overall leadership donor goal to reduce 31% leadership churn rate to 20%. Pulled donors of \$500more 31% churn – would be \$74,217 Invite to 2-11 Tour Feb 23rd and 24th 	281 Donors Represent \$239,409 Goal: reduce churn this group [\$74,217] Calls made: 219 (23 spoken to) Represent: \$203,066 5,000+ thank yous made	Jody/Sean
<ul style="list-style-type: none"> Thank You Calls/Telethon (3 – March/April/May) <ul style="list-style-type: none"> Thank Donors \$5,000 and up All Staff invited – Expectation 2 hours each month (30 minute block options). Board – Packets to thank donors (distribute March Board mtg) 		Jody/Sean
<ul style="list-style-type: none"> Lapsed Donor Mailing & Telethon – <ul style="list-style-type: none"> mail lapsed donor remit prior to calls (reference in calls) – visual piece like Uway Treasure Valley (2 to 3 wks prior) Phone component on May 4th 	****Calls Goal: Recapture 10 to 15% As of 2/26: 3,200 donors and \$828,628 (10% recovery is \$82K and 12.5% would be \$103K)	Jody/Sean
<ul style="list-style-type: none"> Three leadership Donor Events with MultiCare 		Mike
<ul style="list-style-type: none"> Major Gifts: To meet goal of \$925K <ul style="list-style-type: none"> Nola letter finalize gift Bamford Foundation (\$18K yr/3yrs) Confirm gifts of ADT outstanding New Gift list (see document) 	This is just to meet goal. Would need to break to close gap.	Sean/Dona
<ul style="list-style-type: none"> Spring Direct Giving Planning (likely launch Apr/May) 	\$70,000 (would break annual goal by \$10,000) \$17,000 - \$20,000	Nicole
<ul style="list-style-type: none"> New Business 		Mike
TOTAL GAP CLOSURE POTENTIAL: Top of range is if hit high marks and all of them. Lower range is based on the lower figures.		