

United Way of Pierce County Executive Committee Meeting

September 16, 2015

7:30 – 9:00 am

UWPC - 1501 Pacific Ave, 4th Floor



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 August 19, 2015	Jamey McCormick Board Chair	ACTIONS: Approval of Minutes
7:35am	Finance Update	Jennifer Nino Treasurer Pete Grignon CFO	Information
7:45am	President's Report <ul style="list-style-type: none">• Intel Campaign• Staff Updates• UWPC/Workforce Central Partnership	Dona Ponepinto CEO	Information/Discussion
8:00am	Business Plan <ul style="list-style-type: none">• Status• Next Steps	Jamey McCormick Dona Ponepinto Lindsay Tracy VP, Impact	Information/Discussion
8:30am	Campaign Updates <ul style="list-style-type: none">• Board Campaign• Endowment efforts	Sean Armentrout VP, Corp Relations	Information
9:00am	Adjournment <ul style="list-style-type: none">• Next meeting: October 21st	Jamey McCormick	

**United Way of Pierce County
Executive Committee**

August 19, 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	Matt Levi	Kent Roberts	Jo Anne Coy
Linda Nguyen	Jennifer Nino	Rick Meeder	Patty Rose

UWPC Staff: Dona Ponepinto, Sean Armentrout, Heidi Hansen

Call to Order/Welcome

Jamey called the meeting to order at 7:30am

Approve Minutes from June 17, 2015

M/S/C

Finance

The finance report was sent in the packet. This is a read only report this month.

Governance

Linda gave a report on the Governance Committee. At the last meeting we talking about Board recruitment and the leadership competencies needed on the board. A survey was sent to board members asking for their strengths and competencies. We haven't talked about specific individuals in depth. The committee is determining additional things that are important to consider as we look at bringing on new board members. They are also working on updating the Board Goals and dashboard.

Planned Parenthood Update

We have had a few calls/emails (no donors). No United Way funds Planned Parenthood abortions, those that do receive funds are for programs for health clinic and education. We have received some donations designated to Planned Parenthood. This has been an opportunity to say what we do.

2015 Campaign – Strategies for Success

Sean gave an update on the campaign.

Campaign Goals

	2013 Actual	2014 Actual	2015 Goal
Workplace	\$ 4,623,242	\$ 4,660,034	\$ 4,843,000
United Way Life	\$ -	\$ -	\$ 500,000
Direct Giving (non-ADT)	\$ 105,544	\$ 116,268	\$ 165,000
ADT*	\$ 704,046	\$ 801,883	\$ 925,000
Sub Total: **	\$ 4,906,832	\$ 4,964,452	\$ 5,783,000
CSF Revenue Commitments	\$ -	\$ -	\$ 1,200,000
Grants (traditional)***	\$ 391,169	\$ 535,000	\$ 200,000
UWPC Total:	\$ 5,298,001	\$ 5,499,452	\$ 7,183,000

*ADT total includes Russell Family Foundation. 2015 Represents 15% growth

**Backed out ADT WP from subtotal to not duplicate WP and WP ADT. This is \$650,000 in 2015 Goal

*** Grants in 2014 included First 5 Fundamentals (\$300K) which is now independent

Campaign Goals by Donor Segment

	2013 Actual	2014 Actual	2015 Goal
ADT	\$ 704,046	\$ 801,883	\$ 950,000
Leadership Donors (<\$10,000)	\$ 917,451	\$ 924,089	\$ 1,000,000
Non-Leaders	\$ 1,512,973	\$ 1,521,990	\$ 1,613,000
Total	\$ 3,234,470	\$ 3,247,961	\$ 3,563,000

Key Goals:

* ADT: Move from 29 to 40 members

** Leadership Donors: Grow from 546 to 660 Donors. (Includes reducing churn by 10%)

114 Additional leadership donors include goal to gain 50 WLC members (200 in 2014)

2015-16 Community Campaign Goal Tactics - Individual Donor Engagement (IDE):

Last Year

- 523 Leadership donors to 546 in 2014. But only grew \$6,638 in leadership donor revenue
- Thanked All Donors over \$200
- Built out ROI piece and Bubble Story Piece Donors
- Focus – Corporate Engagement (Volunteerism/Tours with Company)

This Year:

- Identified 24 Top Tier Accounts (Based on Churn & Revenue)
 - Represent 3,958 donors & \$1,971,000. Accounted for **\$273,000** in Churn.
- Build Year Round Communication Plan with Donors not the Company (but aligned w/ campaign dates)
 - Mapped out Quarterly
 - Best Practices Model -Storytelling/ROI/THANK YOU {Example: Twin Cities and Paul/CANDO}
- Pre-Campaign Telethons (3 Scheduled through October)
 - Exp. Spring Telethon for Pre-leadership
- Pipeline 450 Individual Donors assigned to RD Staff
- WLC/EPP
- CEO Calls: 85 annual. 40 met/scheduled by Sept 30th. 27 currently.

Preleadership telethon: Were able to contact 219 of our 281 leadership donors of spring campaigns. Group worth \$239,408. Efforts retained 77% of donors and 85% of the dollars (\$203K). Churn was 26% less for those called then rate for leadership donors overall.

WLC: Goal is 50 more donors (200 to 250); Identification of adopted issue

EPP: Goal is 5 visits/contacts prospects a month – revised the pledge form to identify more. Go from 20 identified EPP members to 60. (Council grown from 3 to 9 in past 6 months)

2015-16 Tactics: Look Back at Direct Giving

Spring		Giving	As of July 6					
Goals \$ to Raise: \$35,000. Raised: \$24,519 # of people reached out to directly: 24,500 20,000 in email contact list 2,250 direct and lapsed donors 1,000 Facebook 1,200 twitter # of donors/respondents: 490 # of donors 102 (\$75 average gift) Total Cost: \$1,837 (+\$900 MobileCause) Return: \$22,682		Direct Giving Campaign GOAL	\$35,000	(\$10,481)				
		Direct Giving Campaign TOTAL	\$24,519	70%				
		Direct Mail	\$12,172	50%				
		Online	\$10,399	42%				
		Mobile giving	\$1,948	8%				
		Total Donors	102					
		Average Gift	\$240					
		Comparative:		Giving Ranges		Total Gifts	% of Giving	% of Donors
				Leadership \$1000+	\$16,800	69%		6%
				\$250-\$999	\$3,367	14%		8%
		\$100-\$249	\$2,599	11%		22%		
		\$50-\$99	\$750	3%		15%		
		\$5-\$45	\$1,003	4%		51%		

Direct Mail Date	Date range reported on	# of Responses in range	\$ raised in range	RoR	# within range of mailing	\$ within range of mailing	RoR
12/1-12/30/2014	10/28/2014-1/6/2015	205	\$71,770.74	0.70%	117	\$47,135.00	0.40%
5/6-7/6/2015	3/6/2015-7/6/2015	102	\$24,519.00	0.41%	86	\$7,812.00	0.40%

Lessons Learned: Response rates better when clear product. Summer Giving is slower in industry so push up to April time period. Add engagement component as did with 2-1-1.

*Since this Report recouped an additional \$800 in mobile giving pledges. So actual figure is \$2748.

*Looking at Hunger Initiative for End Year (children focus) – Early communications in Sept will align to build foundation.

Presidents Report

- **Centers for Strong Families:** We did not get the SIF grant, but still going forward and would like to have a Center going by December. Dona has spoken with the companies that had agree to put up money if we got the grant, requesting their continued support. Dona would like to go to the Board to seek support and approval to use the \$100K (approved match) to support a CSF pilot. The committee requested Dona give an in-depth report to the Board.
- **Staffing 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.
 - Campaign Executives (6) will start August 24th.
 - UWPNW Staff and Volunteer Roundtable – September 23rd in Everett. Stacey Stewart, US President of UWW, will be the guest speaker. Also, there will be an in depth training/preparation on ALICE Let us know if you would like to attend.

Adjourn

Jamey adjourned at 9:08am

**UWPC – TREASURER’S REPORT
As of August 31, 2015**

SELECTED FINANCIAL INFORMATION

PLEDGES - 2014-15 CAMPAIGN

Total pledge revenue booked is **\$5,916,036**. We are at 95.96% 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 \$249K. 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 69.82%, last year 69.42%; two years ago 66.41%. 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 \$54,727. 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 \$3,550,728 compared to \$3,374,622 prior year.

OTHER DISTRIBUTIONS

We are over by \$204,261. 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 \$240,000. Salary and benefit line items are from hiring lags and attribute to \$200,000 of the savings. Other line items are related to timing differences in expenditures.

Line Items over by \$5,000: None

BUILDING

MultiCare has made an offer to extend their lease for two years with an option to renew for two more one year periods. This is good news as their current lease ends September 30, 2015. Having them as a tenant will secure our ability to make the final two payments to the Boys and Girls Clubs for their Hope Center operations.

Construction started in September on the new Child Care center that will be operated by the Children's Museum for low income UWT staff and UWT faculty. It is expected to open January 2016.

UNITED WAY OF PIERCE COUNTY SELECTED FINANCIAL INFORMATION

AS OF AUGUST 31 2015			
2014-15 Community Campaign Budget Goal			6,164,842
Pledges Received			(5,916,036)
Pledges needed to reach Community Campaign Budget Goal			248,806
Community Impact Budget Goal			\$688,000
Pledges Received			(212,126)
Pledges (over) under Goal			475,874
2014-15 CAMPAIGN PERCENT COLLECTED			69.82%
COLLECTIONS - SAME MONTH PRIOR YEAR			69.42%
COLLECTIONS - SAME MONTH TWO YEARS AGO			66.41%
BALANCE SHEET INFORMATION:			
	2015	2014	
Cash & Short Term Investments	\$2,005,427	\$2,273,937	
Unrestricted Asset Balances			
Building - Betye Martin Baker Human Service Ctr	3,177,556	3,365,763	
Equipment	104,565	94,638	
Endowment	3,550,728	3,374,622	
Undesignated	662,075	643,927	
STATEMENT OF ACTIVITIES INFORMATION:			
	2015 Y-T-D	2015 Y-T-D	2015
	ACTUAL	BUDGET	FULL YR BUDGET
Campaign Total (2014-15 Campaign)	\$5,916,036	\$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	504,284	(230,750)	1,097,063
Net Campaign, Support & Revenue	3,825,334	3,365,785	4,693,598
Funded Partners	(790,260)	(800,000)	(1,200,000)
Impact	(283,337)	(324,600)	(518,900)
Functional Expenses & Dues (Incl UWPC Program)	(1,659,874)	(1,890,895)	(2,962,837)
Other Distributions	(206,261)	(2,000)	(105,000)
Depreciation on Equipment	(32,000)	(14,000)	(19,000)
NET REVENUE(EXPENSE)	1,059,863	336,290	(112,139)
BETYE MARTIN BAKER HUMAN SERVICE CENTER			
	2015 Y-T-D	2015 Y-T-D	
As of AUGUST 31 , 2015	ACTUAL	BUDGET	
Net Inc./((Loss) - per books	(66,066)	(78,390)	
Net Inc./((loss) - cash flow	20,774	(55,267)	
	2015	2014	
Cash Position	222,133	281,921	
Miscellaneous Payables	0	0	
Long Term Debt	0	0	

UWPC BALANCE SHEET

		8/31/15
1	<u>ASSETS</u>	
2	Cash and Short Term Investments	\$2,005,427
3	Long Term Investments	\$3,553,181
4	Other Investments (Chihuly)	83,000
5	Gifts In Kind Inventory	8,120
6	Grants/other Receivable	542
7	Promises Receivable 2014 Campaign - less Allowance (\$193,307)	1,337,015
8	CFC receivable - 2014 - less allowance (\$13,252)	26,033
9	Furniture, Fixtures and Equipment - net of	
10	accumulated depreciation - (\$600,367)	173,161
11	Building -Betye Martin Baker Human Service Center	3,177,556
12	Permanently Restricted Investments	102,452
13	Prepaid expenses	17,579
14	CFC Prepaid Expenses	77,743
15	Total Assets	\$10,561,807
16	<u>LIABILITIES AND NET ASSET BALANCES</u>	
17	Liabilities and deferred support:	
18	Accounts Payable	\$24,752
19	Designations payable	\$612,846
20	Grants payable	\$193,035
21	Remaining budget	1,681,230
22	Total liabilities	\$2,511,863
23	Net Asset Balances	
24	Unrestricted	
25	Building -Betye Martin Baker Human Service Center	3,177,556
26	Equipment	104,565
27	Board Designated - Impact	81,773
28	Board Designated - Endowment	3,425,719
29	Undesignated	662,075
30	Subtotal Unrestricted	7,451,688
31	Temporarily & Permanently Restricted	
32	Temporarily Restricted	401,361
33	Donor Designated - Impact	94,443
34	Permanently Restricted	102,452
35	Subtotal Temporarily Restricted	598,257
36	Total net asset balances	8,049,944
37	Total liabilities and net asset balances	\$10,561,807

UWPC STATEMENT OF ACTIVITIES

For the eight months ending

August 31, 2015

	YTD Actual	YTD Budget	YTD Variance	2014 Budget	% Budget
1 TOTAL CAMPAIGN (2014-15)	\$5,916,036	\$6,164,842	(\$248,806)	\$6,164,842	95.96%
2 Donor Designated - Est.	(2,401,679)	(2,375,000)	(26,679)	(2,375,000)	101.12%
3 2014-15 Campaign - Undesignated	3,514,357	3,789,842	(275,485)	3,789,842	92.73%
4 Allowance for uncollectibles	(193,307)	(193,307)	0	(193,307)	100.00%
5 Impact including Early Learning	126,049	360,000	(233,951)	688,000	18.32%
6 Bequests	0	0	0	0	0.00%
7 Campaign - prior year	54,727	10,000	44,727	10,000	547.27%
8 Restricted support	0	0	0	0	100.00%
9 Total Public Support	3,501,826	3,966,535	(464,709)	4,294,535	81.54%
10					
11 Other Support & Revenue					
12 Program & Event Income	267,492	255,000	12,492	299,063	89.44%
13 Investment income	21,535	13,333	8,201	20,000	107.67%
14 Realized gain/loss	17,823	0	17,823	0	0.00%
15 Miscellaneous	34,482	26,667	7,815	80,000	43.10%
16 Total Other Revenue	341,331	295,000	46,331	399,063	85.53%
17 Total revenues, gains & other	3,843,157	4,261,535	(418,378)	4,693,598	81.88%
18 Community Investments & Expenses					
19 Investments and grants:					
20 CSF to agencies	790,260	800,000	(9,740)	1,200,000	65.85%
21 Payments to affiliates	77,312	68,000	9,312	68,000	113.69%
22 Impact Funding	283,337	324,600	(41,263)	518,900	0.00%
23 Other distributions	206,261	2,000	204,261	105,000	196.44%
24 Total Investments and grants	1,357,170	1,194,600	162,570	1,891,900	71.74%
25 Functional expenses:					
26 Salaries	1,034,865	1,138,463	(103,599)	1,768,121	58.53%
27 Employee Benefits & P/R taxes	258,458	355,327	(96,870)	547,991	47.16%
28 Professional fees	49,726	48,950	776	74,550	66.70%
29 Advertising/Promotional Items	3,344	10,020	(6,675)	33,500	9.98%
30 Supplies	13,852	15,907	(2,054)	23,860	58.06%
31 Telephone, fax	8,403	16,790	(8,387)	24,493	34.31%
32 Postage and shipping	3,215	4,727	(1,512)	21,175	15.19%
33 Occupancy	23,185	23,682	(497)	33,868	68.46%
34 Rental & maintenance of equip.	47,224	51,429	(4,205)	83,059	56.86%
35 Printing and publications	31,407	32,754	(1,347)	87,634	35.84%
36 Travel - volunteers & staff	33,930	42,583	(8,653)	81,625	41.57%
37 Conferences & Special Events	57,753	66,582	(8,829)	90,055	64.13%
38 Membership dues	5,091	7,355	(2,264)	12,805	39.76%
39 Interest Expense & Misc.	12,109	8,325	3,784	12,100	100.07%
40 Total expenses before deprec.	1,582,562	1,822,895	(240,333)	2,894,837	54.67%
41 Depreciation	32,000				
42 Total Functional Expenses	1,614,562				
43 Remaining Budget	1,681,230				
44 Net Revenue	(\$809,805)				
45 Asset Balances, Beginning of Year	11,261,956				
46 Assets Released From Restriction	(2,402,207)				
47 Net Asset Balances 08/31/2015	\$8,049,944				