



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 28, 2015 	Jamey McCormick Board Chair	ACTIONS: Approval of Minutes
7:35am	Financial Updates	Jennifer Nino Treasurer Pete Grignon CFO	Information/ Discussion
7:45am	President's Report <ul style="list-style-type: none"> • Business Plan • ALICE - Timeline and Roll out updates • Intel and ECF campaigns • UW King County -Joint Advocacy efforts • UWPC/ WorkForce Central Partnership 	Dona Ponepinto President and CEO	Information/Discussion
8:05am	Organizational Assessment: Strategic Communications <ul style="list-style-type: none"> • Getting to the Why? Please watch prior to the Board meeting http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action	Jamey McCormick Matt Levi Dona Ponepinto	Discussion
8:45am	Governance Update <ul style="list-style-type: none"> • Board Goals • Board Competency Survey results 	Linda Nguyen Vice-Chair	Information/Discussion
9:00am	2015 Campaign <ul style="list-style-type: none"> • Board/Staff • Marketing materials 	Dianna Kielian Mike Leonard Nicole Milbradt	Information
9:30am	Adjournment <ul style="list-style-type: none"> • Next meeting – November 13th 	Jamey McCormick	

United Way of Pierce County
Board of Directors

August 28, 2015
7:30 – 9:30 am

United Way of Pierce County
Tyler Square Transitional Housing
3202 S Tyler St

Jamey McCormick, Presiding
Minutes

Elizabeth Bailey	Amy Eveskeige	Rick Meeder	Dirk Rabdau	Kristen Sawin
Bill Berry	David Graybill	Marilyn Mullenax	Rich Rocks	Jackie Yeh
Tonya Burnett	Tim Holmes	Linda Nguyen	Kent Roberts	Katherine Cavanaugh
Sebrena Chambers	Red Koon	Jennifer Nino	Brenda Rogers	
JoAnne Coy	Matt Levi	David Pearson	Patty Rose	
Gerald Denman	Jamey McCormick	Linda Proett	Carla Santorno	

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

Guest: Kari Young

Call to Order/Welcome

Jamey called the meeting to order at 7:30am

Approve Minutes from June 26, 2015

Two correction: In the Presidents Report is should say state funding, not federal money and under Mobile Food Banks, the word “vans” is missing. **M/S/C as amended**

Financial

Peter and Jennifer gave the financial highlights.

- 2014-15 campaign pledges fell \$270K 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 60.44% ahead of the normal range of 0-3% of the prior two years: 58.30% and 56.96%.
- Departmental expenditures under by \$195,000; Line items over by \$5,000 – None.
- Endowment balance at \$3,745,784; \$3,290,080 prior year.
- MultiCare has made a lease offer to stay in our building for two years with option for an additional two years.

Standard M

- United Way system standard for deducting resource development and organizational administration expenses from donor designated gifts.
- The fee is based on a three year average of our campaign revenue **only** and related costs – maximum allowable fee for the coming campaign is **22.50%**.
- The calculation excludes “other” revenue: Gifts In Kind, bequests, rental and investment income
- That fee, or a lesser amount can be used.

Past Policy: The cost to charge designated gifts to other nonprofits will be the lower of a five year average of our overhead cost or United Way system Standard M, whichever is lower. Standard M calculates the maximum cost you can charge, but allows for a lower charge.

The charge for designated gifts for this coming campaign year based on the five year average would be 17.84%. Last year we charged below the five year average – 17.50%.

MOTION: To approve a cost deduction of 17.50% for designations paid to other nonprofit agencies for the upcoming 2015-16 campaign. **M/S/C**

Earthquake coverage

Current premium is \$20,000 per year; \$550,000 deductible and does not cover the brick facade. After review with our insurance broker the Finance Committee is recommending we consider discontinuing earthquake coverage January 2016 and set aside a contingency reserve. Another option that the insurance broker offered was to have a structural engineer review the level of earthquake retrofitting that occurred in 1995. After discussing, it was agreed Pete would get a bit more information for our next meeting. Renewal is not until January 2016.

Gift Acceptance Policy

Pete gave a review of the Gift Acceptance Policy. Section IV – Restrictions of Gifts is a bit confusing. Rick suggested rewording it to be clearer. Pete and Ted agreed to work with Rick to change the wording. **M/S/C as amended**

President's Report

- Planned Parenthood - 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.
- Business Plan – Staff is working on updating the plan and an internal scorecard.
- Staff Update:
 - 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 (CE's) started this week they are here through December.
 - Staff picnic will be September 4th at Titlow Beach, the board is invited.
- Staff Retreat – Was held in July at Dona's house. We looked at issues of equity and the why.
- UWPNW Staff and Volunteer Roundtable – September 23rd in Tulalip. Stacey Stewart, US President of UWW, will be the guest speaker. Also, there will be an in depth training/ preparation on ALICE.

Centers for Strong Families (CSF)

Information was sent out in regarding CSF. Dona is seeking the board's approval to invest \$100K to be taken from reserves to support piloting the CSF in Pierce County. Dona gave a detailed report on CSF. This is the framework/model for neighborhood service delivery designed to help low income individuals increase income, reduce debt and generate wealth.

Core elements:

- Connections to employment/training
- Access to income supports such as tax credits, child care subsidies
- One on one financial coaching
- Designed to be a family friendly venue that provides

Bundling and integrating of critical services, with a goal of moving as many individuals to financial stability as possible.

- Navigating the complex maze of nonprofit and public programs can be daunting, and many families don't even realize they are eligible for help.
- For those able to find employment, finding affordable, quality child care for their children can be a barrier.
- Some families experience language barriers to accessing programs and services.
- Families need support and education to help managing their money – Earn it, keep it, and grow it!
- Each Center is developed organically based on local community needs and assets, but partners at each Center share a commitment to seven central concept.

Estimated costs for startup and funding of one CSF - \$172,000

Current Resources Committed

- City of Tacoma - \$85,000
- CHI - Franciscan Health - \$25,000
- MultiCare - \$25,000
- Total - \$135,000

Pending consideration

- Columbia Bank - \$25,000
- Commencement Bank - \$2,500
- UWPC - \$100,000
- Total pending approval: \$127,500

Reserve before CSF Request	1,378,403
CSF Request from Board	(100,000)
Projected 12 31 2015 Unrestricted Reserves	1,278,403
Minimum Target Reserves (3 months of operations)	<u>724,000</u>
Reserves over minimum target level	554,403

Motion: approval of \$100,000 for the implementation of the CSF model in Pierce County. Funds would be taken out of reserves. **M/S/C**

Organizational Assessment

Due to time, we will review this at the next meeting.

2015 Campaign Strategies

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	\$ 1,612,973	\$ 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

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

Giving	As of July 6		
Direct Giving	\$35,000	(\$10,4	
Campaign GOAL		81)	
Direct Giving	\$24,519	70%	
Campaign TOTAL			
Direct Mail	\$12,172	50%	
Online	\$10,399	42%	
Mobile giving	\$1948	8%	
Total Donors	102		
Average Gift	\$240		
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	\$1003	4%	51%

Comparative:

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.

Rick Meeder talked about the Dare to Care Strategy for this year's Day of Caring.

- Participate in Day of Caring on Friday, Sept. 18th - either as an individual or by rallying a team at your workplace,
- Donate a backpack with school supplies to the Back to School effort,
- Or post a photo or video on social media of you doing good in your community and extend the Dare to Care to three people.
- Remember to tag United Way of Pierce County and use the hashtag #DareToCare.

Rescue Mission

Kari Young, Donor Relations/Major Gifts Officer for the Rescue Mission gave a brief overview of the work the Recuse mission does.

Adjourn

Jamey adjourned the meeting at 9:30am

1. Did this meeting deal with substantive issues of strategic importance to our Board?

Yes - 12

No - 0

What topics, issues or questions are on your mind coming out of this meeting?

The centers for strong families are a great program. I'm really excited to see these come together.

I thought there was a very thorough discussion around our investment decision.

Our center for strong families

Good presentation on Center for Working Families and thoughtful discussion on UWPC investment and its role as intermediary. Many questions remain to be answered re potential CBO partner(s), operating budget, evaluation, etc. And one big question that was not addressed: How does United Way get credit/visibility for the significant role it will play in this endeavor?

We made an initial decision on funding the CSF. I want to ensure that there is a detailed plan to move forward.

The future success of our strong families initiative

Centers for Strong Families discussion was great!

The centers for strong families are a great program. I'm really excited to see these come together.

2. Did the advance materials provide the information you needed to make informed decisions?

Yes - 11

No - 1

Thank you for the comprehensive information on the Centers for Strong Families. Very helpful.

Thank you Dona for calling each board member to answer questions in advance and rally consensus among the group.

I would not have supported CWF proposal based on the advance material. It was helpful background, but Dona's persuasive presentation and Q&A during the meeting convinced me this is the right course of action.

Advance info was helpful as was Dona's call regarding CSF. OTOH, I missed the recommendation to view the Simon Senek video

Nice to have lots of information on the issues we are voting on ahead of time.

3. Was ample time allowed for discussion and deliberation of each agenda item?

Yes - 9

No - 3

Yes, time was provided in the right areas. I know we had to push back an agenda item in order to allow for the right amount of time but that was OK.

Good decision to let the discussion run on CWF, even at the cost of the next agenda item. Although I don't know exactly what was planned for Strategic Comms discussion, I suspect 25 minutes would not have been enough. This could be the primary focus of a future board meeting or even a (facilitated) board retreat. Getting to the WHY is nut we have to crack. would have liked more time with our host site

I often feel that our agenda is so packed that there is not enough time for discussion of substantive issues. In order to complete the CSF discussion, we had to delete an agenda item. Perhaps it is time to have longer meetings or meet every month. This is important work and deserves our time to make goodwill thought out and discussed decisions to act.

We ran out of time for the Organizational Assessment discussion about Strategic Communications. I'd recommend the Board watch the Senek TED Talk together rather than separately. The shared experience could lead to a great discussion.

I think we had an excellent discussion. I felt there was time for everyone to be heard on the centers for strong families.

4. Overall, did this meeting use your time and talents wisely?

Yes - 11

No - 1

We covered a lot of ground - it was a well planned agenda

All I did was ask questions and vote. I am eager to see how I can contribute to the United Way in a bigger way and think I can help around the messaging, which I know we will discuss at follow up meetings.

As much as I enjoy off-site meetings, we must make sure the conference room is well-suited for meaningful dialogue and effective A/V content display. Also, we have to be set up for remote access to accommodate board members who cannot attend in person.

I often feel that our agenda is so packed that there is not enough time for discussion of substantive issues. In order to complete the CSF discussion, we had to delete an agenda item. Perhaps it is time to have longer meetings or meet every month. This is important work and deserves our time to make goodwill thought out and discussed decisions to act.

Good meeting. I think we really did our job as a board.

5. What would you like to learn more about prior to the next Board meeting?

Please keep us informed/updated about CSF and staffing updates

Ways in which I can provide greater value.

Current program effectiveness

Next steps in CWF initiative. Highlights of Dare to Care campaign. Staffing plan to support annual workplace campaign (how do we fill Sean's shoes).

Folks employed by the United way, their job duties, what they like about their job and what they would like to see improved in the organization

Updates on the ALICE project

Continued updates on Centers for Strong Families and campaign progress

Nothing I can think of right now.

Nothing at this time

Next steps with Centers. More on messaging. Update on food trucks.

6. I was effective in fulfilling my role as a Board Member.

Strongly Agree: 6 Agree: 6 Disagree: 0 Strongly Disagree: 0

I responded the way I did because:

Good discussion/vote on CSF

Great discussion and important decisions made by the board.

I understood the issues, came prepared and was present to discuss the issues before us.

8. I actively participated in the discussions.

Strongly Agree: 4 Agree: 6 Disagree: 1 Strongly Disagree: 0

I'm really enjoying being a part of the board and look forward to getting to know the rest of the board even more. I would suggest a venue more conducive to people seeing the screen and each other. I did enjoy hearing from the development leader where we were meeting.

My concern about the future commitments of UWPC based on the initial investment in CFS was more than adequately covered by other Board Members before I got to chime in. I did say "Aye" a couple of times!!

I think we have some of the best overall board participation I have seen yet at a meeting.

Meeting Attendance

2015 - 2016										
Board of Directors	5/29/15	6/26/15		8/28/15	9/25/15	11/13/15	12/16/15	1/29/16	3/25/16	5/27/16
Elizabeth Bailey	1		J							
Bill Berry	1		U	1						
Tonya Burnett	1	1	L	1						
Sebrena Chambers	1	1	Y	1						
Jo Anne Coy	1			1						
Gerald Denman	1		C							
Amy Eveskcige	1		A							
David Graybill	1	1	N	1						
Tim Holmes	1		C	1						
Rod Koon	1	1	E							
Matt Levi	1		L	1						
Jamey McCormick	1	1	E	1						
Rick Meeder	1	1	D	1						
Marilyn Mullenax	1	1		1						
Linda Nguyen	1	1		1						
Jennifer Nino	1			1						
David Pearson		1		1						
Linda Proett				1						
Dirk Rabdau				1						
Rich Rocks				1						
Kent Roberts	1	1		1						
Brenda Rogers	1	1		1						
Patty Rose	1			1						
Carla Santorno	1	1		1						
Kristen Sawin	1			1						
Total meeting Attendance	21	12		21						

Executive Committee	5/20/15	6/17/15	7/15/15	8/19/15	9/16/15	10/21/15	11/17/15	Dec	1/20/16	2/17/16	3/16/16	4/20/16
Jamey McCormick	1	1	C	1								
Linda Nguyen	1	1	A	1								
Matt Levi		1	N	1								
Jennifer Nino	1	1	C									
Rick Meeder	1		E	1								
Kent Roberts	1		L	1								
Patty Rose		1	E	1								
Jo Anne Coy		1	D	1								
Total meeting Attendance	5	6		7								

Governance Committee	6/9/15	8/11/15	10/13/15	12/8/15	2/9/16	4/12/16
Linda Nguyen - Chair	1	1				
Jamey McCormick	1	1				
Matt Levi	1	1				
Elizabeth Bailey	1	1				
Kristen Sawin						
Rick Meeder	1	1				
Tim Holmes	1					
Bill Berry	1					
Total meeting Attendance	7	5				

**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	

United Way *ALICE Project*

OVERVIEW

LIVE UNITED



WHO IS ALICE?

ALICE, an acronym which stands for Asset, Limited, Income, Constrained, Employed, is a way of defining our families, neighbors, and colleagues (men and women) who work hard, earn above the federal poverty level, but not enough to afford a basic household budget of housing, child care, food, transportation, and health care. ALICE educates our children, keeps us healthy, and makes our quality of life possible. But these low-wage jobs, often in the service sector, do not pay enough for ALICE to live on. These families are forced to make tough choices, such as deciding between quality child care or paying the rent, which have long-term consequences for ALICE and our communities.

WHAT IS THE UNITED WAY *ALICE PROJECT*?

The United Way *ALICE Project* is a collaborative effort to improve the lives of vulnerable, low-income ALICE households. Based on the overwhelming success of the research in identifying and communicating the needs of ALICE households, the *Project* has grown from a pilot in Morris County, New Jersey in 2007, to the entire state of New Jersey in 2012, and now to the national level with Reports in six states representing one-quarter of the U.S. population. The partners in this grassroots effort are working together to give ALICE a national voice. By sharing common language and understanding, stakeholders are better equipped to tackle crucial issues for ALICE and the wider community.

WHY IS THE *PROJECT* IMPORTANT?

The United Way *ALICE Project* raises awareness about an essential but previously hidden part of our community. It also provides a framework, language, and tools for stakeholders to understand, measure, and ultimately implement changes that improve the lives of ALICE. The future success of our communities is directly tied to the financial stability of ALICE households. When ALICE suffers and is forced to make difficult choices, we all face serious consequences. With as many as one-third of the population in the United States living in an ALICE household, many public policy issues must be reassessed and the scope of current solutions be reconsidered.

WHAT DOES THE *PROJECT* DO?

- **Produces Current Research:** Through state Reports with regular updates and special subject reports, the *Project* provides the highest quality, unbiased data at the local and national level. It is presented in a way that is easy to understand and make actionable for businesses, government, nonprofits, academia, the press, and citizens.
 - **Leads a Learning Community:** The vibrant ALICE Learning Community provides a forum for participants to learn from each other and share best practices on a range of issues from presentation materials to legislative strategies. It also provides opportunities to dive deeper into the research, seek funding together, build on pilot programs, and partner on projects with a national scope.
 - **Builds Action:** Armed with knowledge, best practices, and community partners, the ultimate goal of the *Project* is to stimulate action that will improve the financial stability of ALICE families. The *Project* identifies opportunities and works with local United Ways, community partners, and government officials on grant proposals and other impact opportunities.
-

WHO IS INVOLVED IN THE *PROJECT*?

The structure of the *Project* offers many points of access for a variety of different constituencies; however core members include the following:

Local United Ways: The *Project* is a collaborative effort spearheaded by the state association of United Ways in California, Connecticut, Florida, Indiana, Michigan, New Jersey, and a growing number of others across the country. It was started and is managed by the United Way of Northern New Jersey. The network of local United Ways is a powerful mechanism to integrate the ALICE research into local, state, and national communities.

Research Advisory Committees: Each state convenes a Research Advisory Committee to advise its state Report. Additionally, when reports are released, Committee members can speak to the connections between the ALICE research and their work, building upon the data to address issues in their community. Members represent a range of organizations including academic institutions, social and human service organizations, hospitals, government agencies, or market researchers.

National ALICE Advisory Council: The National ALICE Advisory Council convenes corporate and national organizations to elevate ALICE's voice to a national level. The Council gives advice, expands the *Project* and offers solutions to help ALICE. Additionally, these influential organizations provide a network to strengthen and add credibility to the *Project*. Members of the Council include: AT&T, Atlantic Health System, Deloitte, Novartis Pharmaceuticals Corporation, UPS, and Wyndham Worldwide.

THE UNITED WAY *ALICE PROJECT* TEAM

The core team leading the United Way *ALICE Project* includes:

- John Franklin, president, United Way *ALICE Project*, and CEO, United Way of Northern New Jersey
- Stephanie Hoopes, Ph.D., national director, United Way *ALICE Project*
- Molly Rennie, MPA, associate director, United Way *ALICE Project*

Liaisons responsible for the United Way *ALICE Project* in their respective states include:

- California: Pete Manzo and Henry Gascon
- Connecticut: Rick Porth and Beau Anderson
- Florida: Lars Gilberts and Ted Granger
- Indiana: Roger Frick, Lucinda Nord and Darren Bickel
- Michigan: Nancy Lindman and Scott Dzurka

WHAT OTHERS ARE SAYING

The 2014 launch of United Way *ALICE* Reports in California, Connecticut, Florida, Indiana, Michigan, and New Jersey was a great success, garnering significant media and public attention. A few examples include:

- David Cay Johnston, Pulitzer Prize winning journalist: "Our understanding of poverty is starting to undergo a transformation, thanks to new research..."
- Miami Herald Editorial: "...the report's findings are disturbing and should be a call to action."
- St. Louis Post-Dispatch editorial: "...corporations that support it can benefit from better understanding the need."
- Andrei Cherny, Washington Post Op-Ed: "...the story of future elections will, in fact, come down to a single name – in this case, a female first name. No, it's not Hillary. It's Alice."
- U.S. Senator Cory Booker @CoryBooker "890,000 working #NewJersey households can't get by. #MeetALICE communities"

Download the reports at www.UnitedWayALICE.org

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

