

**United Way of Pierce County
Board of Directors
Jamey McCormick, Presiding
Minutes**

March 27, 2015
7:30 – 9:30am

Tacoma Community House
1314 S L St, Tacoma

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

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

Guest: Liz Begert Dunbar, Akua Konda, Jackie Yeh, Katherine Cavanaugh

Call to Order/Welcome

Jamey called the meeting to order at 7:30am

Jackie Yeh (President) and Katherine Cavanaugh (Vice President) were introduced as our newest Youth United Leadership Council Members.

Approve Minutes from January 30, 2015

M/S/C

Tacoma Community House (TCH)

Jamey Introduce Liz Begert Dunbar, Executive Director, who gave highlights of some of the work that TCH does in the community. A tour of the agency will be given at the end of the meeting.

Financial

UW Life Policy

Jennifer and Pete reviewed the proposed UW Life Policy. There was discussed regarding the details of how UW Life works. A motion was made to accept new policy. **M/S/C**

Membership Certification

The 2015 United Way Worldwide membership Certification full report was sent to the board earlier to review. Pete gave a brief review of why we do this:

- Annual requirement for membership in the United Way System
- Helps ensure sound business practices are in place to carry out mission-critical work
- As a result public trust is enhanced which allows us to better accomplish community impact goals
- Standardizes United Way Reporting

Property Update

There is still interest in our parking lot. The Finance and Executive Committees have discussed this issue and are recommending looking into this further. We are in no hurry to do anything but should look at what the value of selling or leasing the property is. 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.

Organization Assessment

We had 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.

Overview of Results

		Don't	Not		Don't	Not		Don't	Not
	Overall	Know	Described	Staff	Know	Described	Board	Know	Described
2015 Organizational Self Assessment									
Governance, Financial Management Operations									
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 Develop and Implement effective partnerships, strategies with community focus	2.41	1		2.30	0		2.52	1	
18 and involvement	2.25	3		2.36	1		2.77	2	
19 Mobilize resources - Give, Advocate and Volunteer	2.64	3		2.18	1		2.42		
20 Measure and evaluate results and adapt strategies	2.10	6	1	1.78	4	1	2.36	2	
21 Communicate strategically to accelerate impact	2.30	2	1	2.33	1	1	2.26	1	
22 Learn and innovate	2.46	6	6	2.13	2	6	2.70	4	
23 Develop talent	2.18	8	1	2.05	1	1	2.35	7	
24 Align and integrate the organization to deliver on social change	2.64	2	1	2.62	1	1	2.65	1	

Board Exercise

- With our board goals in mind and after reviewing the results of the survey, what observations do you have?
- What item(s) would you like to focus on to better understand or develop 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

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 March 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, Centers 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.

President’s Report

- Advocacy update
 - **2-1-1** - still pending; there is \$1M in the House budget but not in the Senate. Helen is in Olympia working on this. Pete and staff are working on a contingency plan. Some 2-1-1 will close. King County is not part of UW, they have funding to stay going. We would have to make adjustments and come up with additional money; we are committed to 2-1-1 and will work with companies and individuals to keep it going.
 - **Early Start Act** - passed both House and Senate
 - **Breakfast After the Bell** - still some challenges, it has passed in the House.
- South Sound Together – Background was in the Board packet. Ads have been in the TNT (front bottom or sports page) each member is being 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. Great way for Dona to build relationships with key companies. This is great for United Way to have influence in the community.
- Staff – Ted Smith has been hired as VP Major Gift and will start April 1st.
- Celebrate the Community – May 7th 7:30am – we would like Board member to fill a table of 10
- Rich Harwood Reception - May 6th 5pm at Pacific Grill Event Center
- CLC – Dona, Jamey, Linda and 2 staff (Nalani and Mike) will be attending

Campaign

Sean gave an update on the Campaign as of March 13, 2015.

Campaign Goals By Revenue Stream

	2013 Actual	2014 Goal	2014 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
Workplace	\$ 4,623,242	\$ 5,114,000	\$ 3,857,858	\$ 919,271	\$ (336,871)
United Way Life**	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -
Direct Giving Online	\$ 345,999	\$ 464,000	\$ 184,609	\$ 279,391	\$ -
Sub Total:	\$ 4,969,241	\$ 5,828,000	\$ 4,042,467	\$ 1,448,662	\$ (336,871)
Grants	\$ 391,169	\$ 640,000	\$ 535,000	\$ 105,000	\$ -
UWPC Total:	\$ 5,360,410	\$ 6,468,000	\$ 4,577,467	\$ 1,553,662	\$ (336,871)

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 **\$66,460** and another **\$325,350** projected for campaigns currently running through February. **Total - \$391,810**

Campaign Goals by Donor Segment

	2013 Actual	2014 Goal	2014 Actual	Outstanding Projection
ADT	\$ 704,046	\$ 925,000	\$ 671,235	\$ (231,235)
Leadership Donors (<\$10,000)	\$ 917,451	\$ 1,188,000	\$ 740,693	\$ 447,307
Non-Leaders	\$ 1,612,973	\$ 1,650,000	\$ 1,226,476	\$ 423,524
Total	\$ 3,234,470	\$ 3,763,000	\$ 2,638,403	\$ 639,597
Direct Giving (without ADT)	\$ 105,544	\$ 150,000	\$ 104,584	\$ 45,416

Closing the Gap: Campaigns closed but unaudited **\$66,460** and another **\$325,350** projected for campaigns currently running through February. **Total - \$391,810**

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 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	Jody/Sean
<ul style="list-style-type: none"> Thank You Calls/Telethon (3 – March/April/May) 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) 	5,000+ thank yous made	Jody/Sean
<ul style="list-style-type: none"> Lapsed Donor Mailing & Telethon – 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 Nola letter finalize gift Bamford Foundation (\$18K yr/3 yrs) 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)	Nicole
<ul style="list-style-type: none"> New Business 	\$17,000 - \$20,000	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.	\$170,000 to \$207,000	

Board Suggestions:

- Board Members on CEO calls
- Leverage CSF as a product
- Challenge matches (General Plastics, etc.)
- New Campaign opportunities
- Celebration/Thank you/addition asks
- Leverage personal relationships
- USGA – explore options
- Additional board member gifts – lead by example
- Frederickson business group

Donor thank you packets were handed out. Please make those calls before the next board meeting and give personal thanks for being a donor and supporting United Way.

Miscellaneous

- LASA volunteer project on April 24th
- Dona will send out a Board update in April
- Dues – still ongoing, will keep the board informed
- Community Impact Forum held in Portland on March 20th, 8 staff and 2 Board members attended, it was a great meeting at Willamette United Way.
- Please complete the survey monkey board meeting evaluation
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Adjourn

Jamey adjourned the meeting at 9:30am and several went on a tour of the facility.