

BOARD MEETING

January 30, 2015

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United Way of Pierce County

ACTION:

Approval of Minutes: December 11, 2014

Jamey McCormick

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United Way of Pierce County

Catholic Community Services

Denny Hunthausen

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United Way of Pierce County

United Way Life

Evelyn Mornger

Jennifer Gipp

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United Way of Pierce County

Introduction to United Way Life, Worldwide Property Program and Endowments for the United Way of Pierce County Board

January 2015

“Creating Lifetime Donor Value” 2015

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United Way Life

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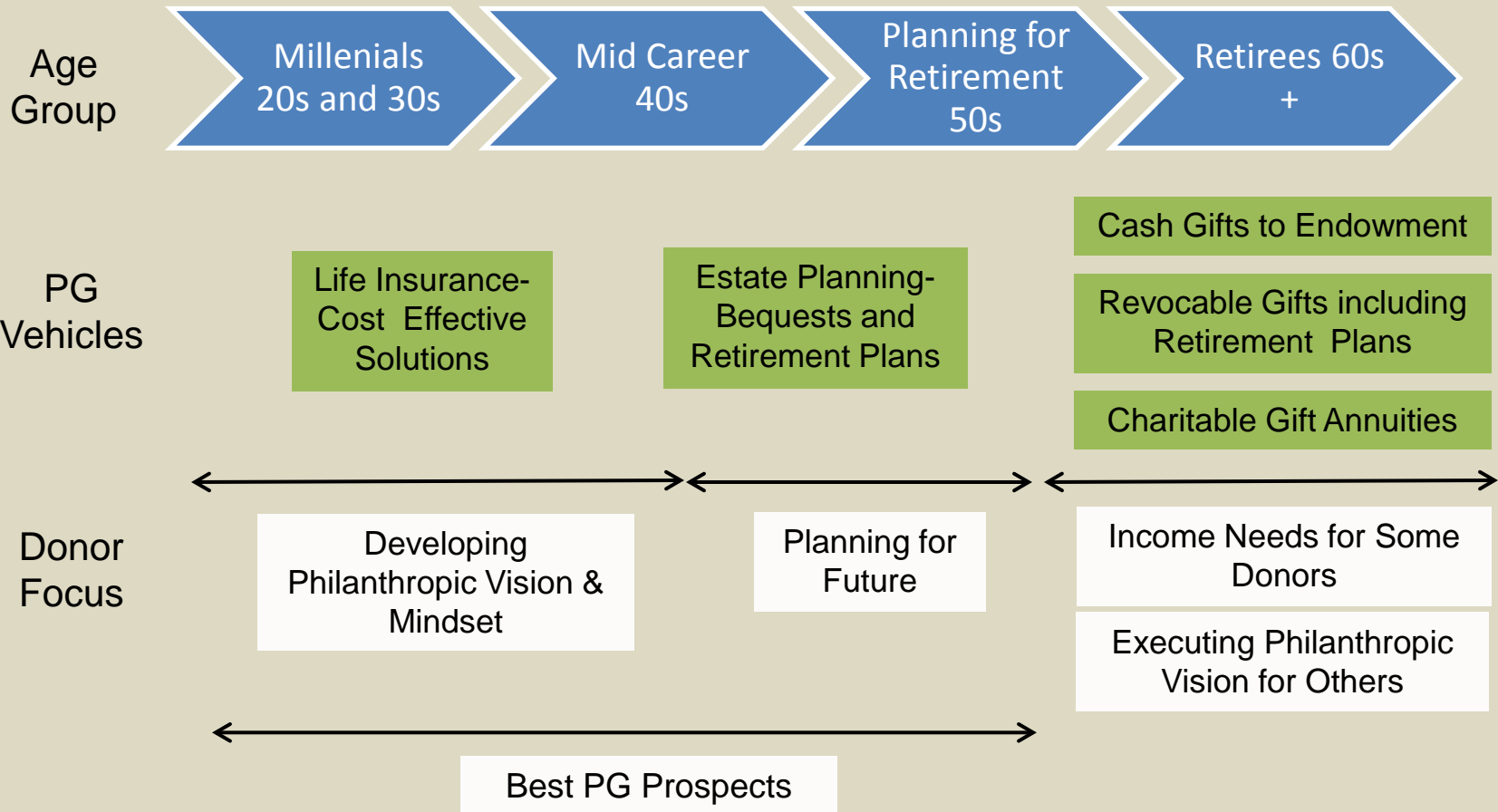


United Way of Pierce County

Vision

- Engage and Steward Donors to Fulfill their Philanthropic Vision

Planned Giving Tied to Multi Generational Donor Life Cycle

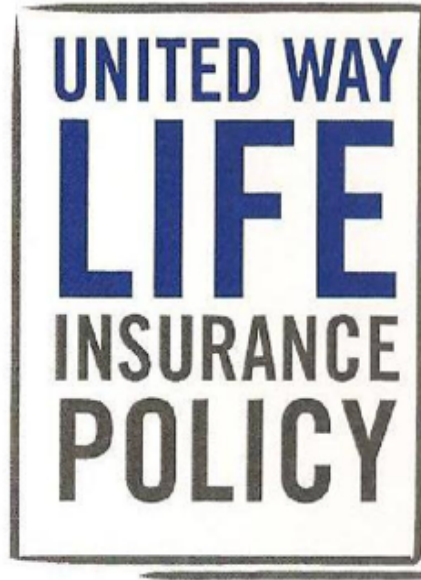


Overview of United Way Life

- Your United Way owns and benefits from the policy
- Donor increases annual support, and is recognized at a higher level
- Can include donor's local agent
- Gift outside donor's estate
- Current tax deduction
- 5 annual premiums lead to significant philanthropic impact for donor
- Gift is an irrevocable gift to your United Way

United Way Life Process

DONOR →



1. Donor is asked and is interested

2. You contact United Way Life™

3. United Way Life™ provides high customer service and creates policy through national program partner

4. Donor pays annual premium for 5 years above their current commitment to your United Way

5. Your United Way owns and benefits from policy

Benefits of United Way Life™

- **Unparalleled Performance** Allows your donors to multiply their giving, often at levels they only dreamed were possible
- **Superior Product** Utilizes national partnerships to provide the greatest value for your donors and your United Way. Offers a great opportunity to engage 30-60 year old Tocqueville donors
- **Proven Program** One of the most effective ways to create irrevocable commitments and to grow your Tocqueville Legacy Circle
- **Turn-key Process** Back office support, training, customizable marketing materials, Board presentations and superior customer service allow you to focus on what you do best (build relationships with your donors)

Key Strategies and Target Donor Groups

- **Current and Past Board Members**
- **Tocqueville** Ask Tocqueville donors to increase annual gift for 5 years to pay for a United Way Life policy and join the Tocqueville Legacy Circle.
- **Leadership Givers** Approach leadership givers (\$5,000 to \$10,000) to join Tocqueville Society and Tocqueville Legacy Circle through United Way Life.
- **Engaged and Motivated Volunteers**
- **Young Leaders** Due to age and health, insurance rates may be attractive to your young leaders and is a great way to introduce planned giving.
- **Women's Leadership** Approach prominent Women's Leaders with United Way Life and allow them to support the issue they are focused on in perpetuity.
- **Transformative Gifts** Insurance can be used as a catalyst for gifts over \$1,000,000 and become Million Dollar Legacy Roundtable members.

Sample life insurance premium rates for 2014, updated annually by NFP for 5 pay policy

Face Value of the Policy

Age	Two Lives	\$250,000	\$500,000	\$1,000,000
35	Premium	\$5,000	\$10,500	\$19,800
	<i>After tax cost</i>	<i>\$3,350</i>	<i>\$7,035</i>	<i>\$13,266</i>
45	Premium	\$7,200	\$14,000	\$26,000
	<i>After tax cost</i>	<i>\$4,824</i>	<i>\$9,380</i>	<i>\$17,420</i>
55	Premium	\$10,600	\$20,500	\$40,000
	<i>After tax cost</i>	<i>\$7,102</i>	<i>\$13,735</i>	<i>\$26,800</i>
65	Premium	\$16,500	\$32,000	\$65,000
	<i>After tax cost</i>	<i>\$11,055</i>	<i>\$21,440</i>	<i>\$43,550</i>

Based on insuring 2 lives (survivorship policy). Premiums for single life policy would be higher. Assumes tax rate of 33%. Premiums vary by individual.

Worldwide Property Program

Worldwide Property Program

Program Attributes

- ✓ Capability to support you and your donor in successfully completing a property gift
- ✓ Full feasibility study, assessment, negotiation of sale, completion of gift
- ✓ United Way experience – property consultant has worked with United Ways and UWW, and works closely with you and your donor
- ✓ Property consultant has over 30 years experience in commercial and investment real estate

Property Types Covered

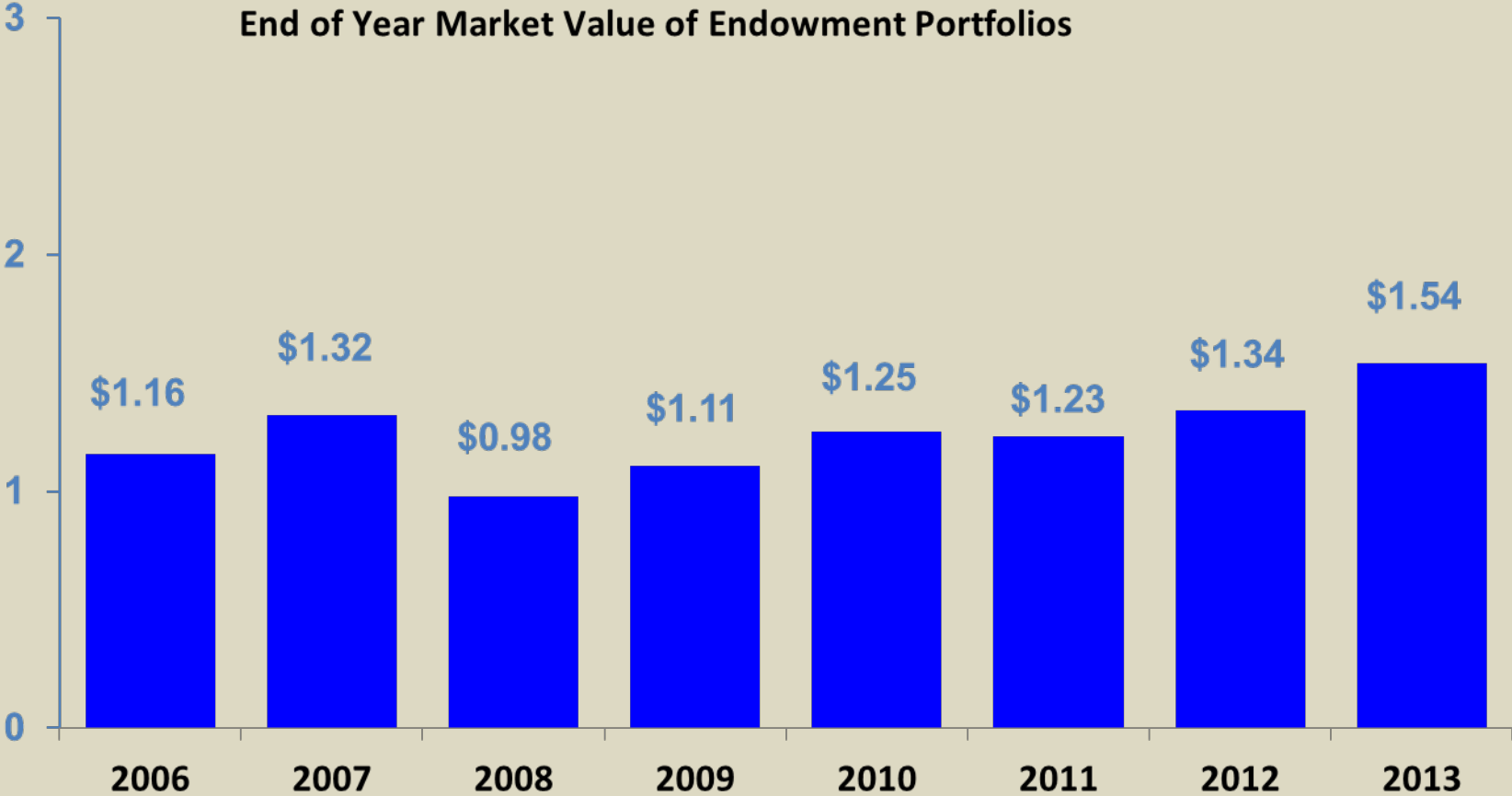
- ✓ Real estate
- ✓ Mineral rights
- ✓ Royalty interests
- ✓ Water rights
- ✓ Air rights
- ✓ Timber
- ✓ Conservation easements

Endowments and Private Donors

Recent Growth in Endowment Assets in the United Way Network

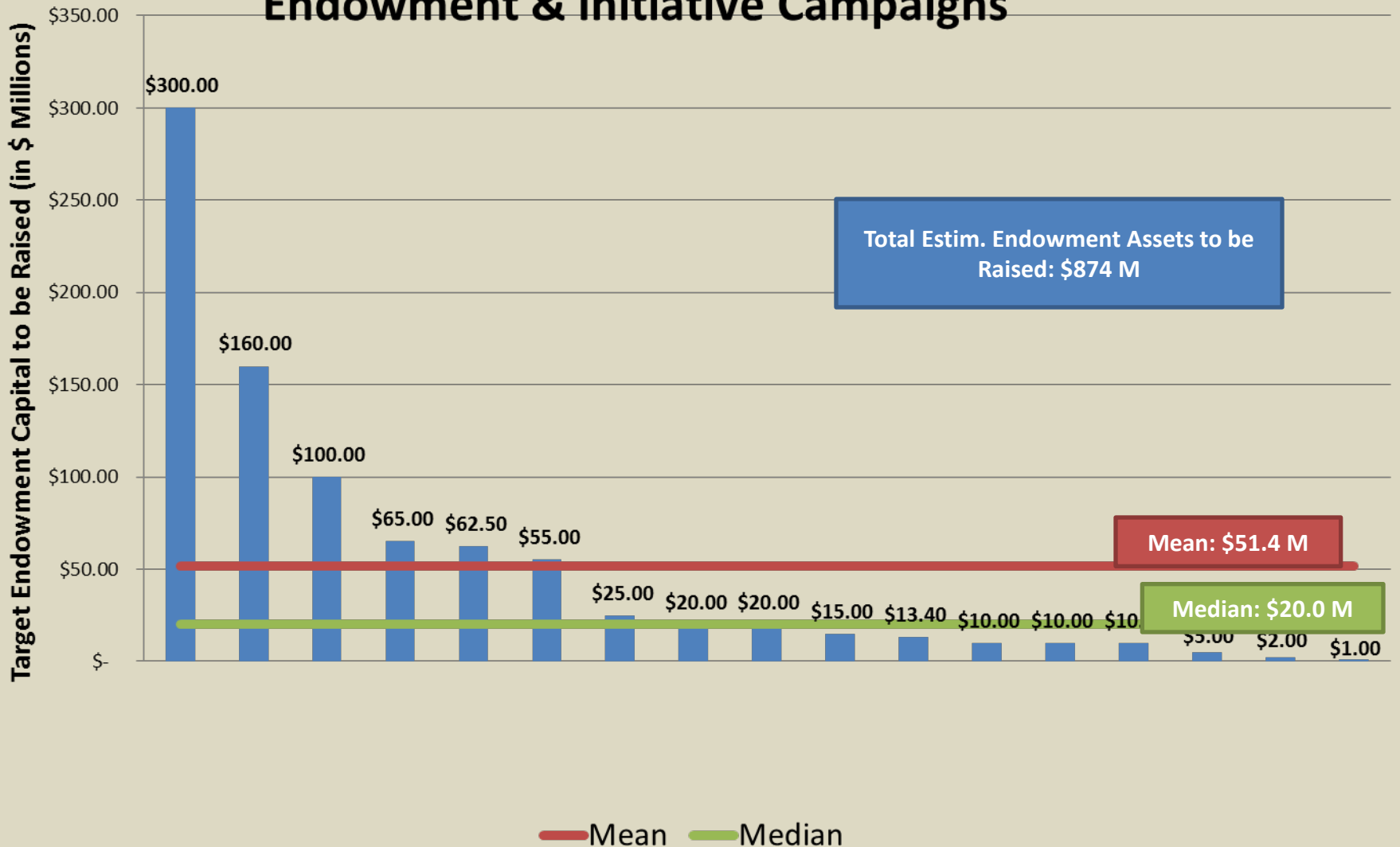
(In Billions \$)

End of Year Market Value of Endowment Portfolios



Sources: 2006-2013 data from United Way Research, Database II.

United Way Endowment & Initiative Campaigns



Data reported as of June 2014. Targets as reported by each UW. Campaigns in public phase, quiet phase, or planning stage.

18 Target data represents either confirmed target or mean of high and low potential dollars to be raised.

Eight of the 10 largest single gifts received from private donors by United Way have been endowment gifts

- **LARGEST SINGLE GIFTS TO UNITED WAY FROM PRIVATE DONORS***

1. \$30 million Seattle-based couple – **ENDOWMENT**
2. \$17.2 million Philadelphia-based couple - **ENDOWMENT**
3. \$14.5 million Savannah-based individual donor bequest - **ENDOWMENT**
4. \$12.5 million Erie, PA-based 'anonymous friend' bequest -- **ENDOWMENT**
5. \$10.0 million Twin Cities-based individual donor - **ENDOWMENT**
6. \$7.0 million Seattle-based donor gift – **ENDOWMENT**
7. \$6.1 million Columbus, OH-based private donor – Initiative focused on family stability
8. \$5.0 million Phoenix-based individual donor – **ENDOWMENT**
9. \$5.0 million Toronto-based donor's bequest - **ENDOWMENT**
10. \$5.0 million Twin Cities-based individual donor - Jobs & education special initiative funding in honor of the UW Centennial

- *Through mid-November 2014 based on information currently available.

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Five Bold Plays Will Drive Success of *Impact Growth Imperative*

Bold Plays

Maximize Impact



Bold Play 1: Commit to and Implement a Single Business Model that Drives Impact AND Increases Revenue

Bold Play 2: Create a World-Class Individual Experience with Mobile Capability



Donor-Centered



Bold Play 3: Formalize Community-Partner-Of-Choice Agreements with Top 100 Corporate Partners



Bold Play 4: Develop New \$10M Leadership Giving Society

Network Performance



Bold Play 5: Create Advisory Group of United Ways to Execute Our Enterprise-Wide Strategy

President's Report

Dona Ponepinto

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- **Business Performance Matrix**
- **2014 Accomplishments**
- **UWW Dues Structure**
- **Day at the Capital – Feb 12th**
- **Community Leaders Conference – April 29th**
- **Altruist Partners – Status**
- **South Sound Together**
- **Board Engagement Activities**
- **Community Celebration – May 7th**

Business Performance Matrix

- Tool used to track and benchmark our UW's progress on the network performance metrics
 - Impact
 - Revenue
 - Supporters
 - Trust
- Can be used to guide in goal setting and monitoring of our strategic objectives

Areas for Improvement

- Tying resources to impact strategies
- Developing Talent
- Engaging and aligning with the community
- Build Culture and infrastructure
- Mobilizing Resources – Framing strategies as engagement opportunities

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Volunteer Led Organizational Self Assessment

Matt Levi
January 2015

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A Requirement of Membership

- The self-assessment is not an option and must be completed this year
- We have chosen an online survey based on the Standards of Excellence “SoE” that United Way Worldwide adopted. This is the same tool we have used for the first three assessments so we will have comparable data
- We will be using the **“Standards of Excellence Self-Assessment”**

Not a survey

Not a pass-fail test

Not a competition

SoE Self Assessment

Benefits to a Local United Way

- Identifies strengths and areas for improvement
- Easy to use online tool
- Multiple participants can respond anonymously
- Quick turn-around of a comprehensive report on results
- Enhances local understanding of the Standards of Excellence
- Fulfills UWW self-assessment membership requirement

SoE Self Assessment

Benefits to UW System

Online tool provides direct results that can be aggregated to:

- Measure system progress towards transformation
- Identify areas needing support and training
- Identify potential LUW's for best practice collection

The Five Components

Results for Communities, Value for Investors

United Way's strategy for strengthening communities

**Community
Engagement & Vision**



**Impact Strategies,
Resources & Results**

***Broad organizational capabilities needed to execute on
strategy***

**Relationship
Building & Brand
Management**

**Organizational
Leadership &
Governance**

Operations

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EXERCISE TIME

SMALL GROUP BREAKOUT



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How and When Will The Assessment Take Place?

Week of February 23rd

A link by e-mail will be sent to you

Questions?

Goals & Direction for 2015

Dona Ponepinto
Jamey McCormick

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Board Goals

- Grow Revenue
- Grow Individual Engagement and Participation
- Build and Cultivate Relationships

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Five –Year Strategic Objectives

COMMUNITY IMPACT

We lead, support and invest in community to ensure all our children are prepared to succeed in school and in life.

LONG TERM, SUSTAINABLE REVENUE GROWTH

Develop and act on strategies for long term sustainable revenue growth so that we may achieve desired community impacts.

ORGANIZATIONAL ALIGNMENT AND PERFORMANCE

Align and focus internal resources to grow the revenues required to make measurable progress toward achieving our community impact objective.

DONOR ENGAGEMENT AND RELATIONSHIPS

Develop and create opportunities that strengthen relationships with stakeholders by inviting them into this work in meaningful ways that will lead to a commitment to action (Action + Relationship = Engagement).

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Strategic Objectives

- What does success look like in 2015?
- What questions do you have as we continue to execute on the 4 strategic objectives?
- Board Goals and Roles

Campaign Update

Sean Armentrout
Kathryn McCarthy

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Campaign Goals

As of January 16, 2015

	2013 Final	2014 Goal	Actual	Outstanding Projection	Gap (Act+Proj)-Goal
Workplace	\$4,339,367	\$4,629,000	\$2,790,992	\$1,482,637	(\$355,371)
ADT*	\$704,046	\$925,000	\$643,954	\$281,046	\$0
United Way Life**	\$0	\$250,000	\$0	\$250,000	\$0
Direct Giving/ End Yr	\$105,509	\$150,000	\$93,335	\$56,665	\$0
Sub Total:	\$5,022,922	\$5,828,000	\$3,400,852	\$1,981,481	(\$355,371)
Grants	\$391,169	\$640,000	\$535,000	\$105,000	\$0
UWPC Total:	\$5,414,091	\$6,468,000	\$3,935,852	\$2,086,481	(\$355,371)

* 2014 Goal subtotal has backed out \$126,000 for ADT Workplace so not duplicative

** Total Closed but Unaudited **\$313,030** (part of outstanding projection)

*** Campaigns running but not closed **\$117,060** (Part of outstanding projection)

Benchmarks

As of January 16, 2015

As of January 9, 2015	Benchmark by 12/31/2014	Actual	Gap
Workplace (Corp, SE & Donors <\$1,000)	\$2,015,000	\$ 2,054,598	39,598
Leadership Donors (<\$10,000)*	\$665,000	\$ 578,993	(86,007)
ADT	\$675,000	\$ 628,955	(46,045)
Direct Giving/ End Yr (Donors<\$10,000)*	\$90,000	\$ 86,660	(3,340)
Total:*	\$3,445,000	\$ 3,288,507	\$ (95,795)

As of January 16, 2015	Annual Campaign	Actual	Gap
Workplace (Corp, SE & Donors <\$1,000)	\$3,389,367	\$ 2,143,462	(1,245,905)
Leadership Donors (<\$10,000)*	\$1,188,000	\$ 620,409	(567,591)
ADT	\$925,000	\$ 643,954	(281,046)
Direct Giving/ End Yr (Donors<\$10,000)*	\$150,000	\$ 93,335	(56,665)
Total:*	\$5,652,367	\$ 3,435,852	\$ (2,151,207)

* Direct Leadership is duplicated in both Leadership & Direct Giving and therefore backed out of the Total Actual Line

** Closing the Gap: Campaigns closed but unaudited **\$313,030** and another **\$117,060** projected for campaigns currently running through January. **Total - \$430,095**

Campaign Tactics

As of January 21, 2015

- **New Business:** Working Prospects (next slide)
- **Lapsed Donors:** Will be holding a telethon to reach out to those we have missed
- **Leadership Gifts:**
 - Team is reaching out to top donors spring accounts to garner support (includes donors had been Jay's list)
 - Leadership Event – positioned for 3 events with MultiCare
- **Major Gifts:** Will be working with ADT Committee to secure outstanding and determine best prospects for new ADT
- **Other:** UW Life training this month; Foundation Pipeline to begin.

NEW BUSINESS UPDATE

COMMITTED TO CAMPAIGN	STATUS	NEXT STEPS	POTENTIAL
Carlisle Transportation	2nd meeting with Comm Engag team 1/27. TOTE sister company	Engage Leigha Ducharme	\$ 1,500.00
Niagara Bottling	Follow up meeting with HR and GM early January	Meet to set up workplace campaign	\$ 2,500.00
United HealthCare	Employee Giving Campaign. Present in Nov. Awaiting results	Awaiting results	\$ 1,000.00
WSECU	Two meetings and a commitment to present at staff mtg	Presenting at Jan or Feb all staff	\$ 1,000.00
Sound Credit Union	Launches in January. First campaign in 7 years	Ready to launch	\$ 5,000.00
Workforce Central	Presenting to staff of 60 1/27/15	Presentation date set	\$ 5,000.00
Lakewood Ford	Presented to Management team on 12/10. Runs thru 12/31	Follow up week one of January	\$ 1,000.00
Total			\$ 17,000.00

POTENTIAL PROSPECTS	STATUS	NEXT STEPS	POTENTIAL
Evergeen Home Loans	Two meetings. Ran a Winter Coat drive	Contact Julie Swensen	
Propel Insurance	Met Barbara Johnson, owner, early Dec. Msg out 12/16	Ask Christie Taylor to set up meeting	
Cascade Christian	Kathryn and I met at Chamber event. Expressed interest	Kathryn and I to schedule meeting	
T-Mobile	Former co-worker committed to introducing me to Mgmt team	Schedule meeting with Jade Mitchell	

3RD LEVEL POTENTIAL	STATUS	NEXT STEPS	POTENTIAL
KIA of Puyallup	Ryan Sawyer, President, asked me to connect early January	Mike to contact in January	
Toyota of Puyallup	Carrie Bivens, CEO, asked me to follow up in January	Mike to contact in January	
South Tacoma Honda	Working new business angle through Tammy Brown	Ask Tammy to arrange meeting with Freddie	
Interstate Distributor	My niece connected me to Tonya Dodd. TOTE sister company	Continue to follow up. Engage Leigha Ducharme	
Puyallup Tribe of Indians	Soft touch points to date.	Board contacts?	
Panagiotu Pension Advisors	Long-time supporter of In-kind. Cindy Evans contact	Ask Cindy Evans to arrange meeting	



Year-End Campaign Update

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Campaign Components

- **Public Relations:** Pierce County TV spot, Exit133, CityLine (coming in Jan)
- **Advertising:** Online TNT, week between Christmas and New Years, 200,000 impressions
- **Social Media:** Twitter and Facebook included daily posts
- **Direct Mail:** 2 letters, 6,000 letters total
- **Direct Email:** 81,840 emails, 20% Average open
- **Videos:** Two past caller videos
- **Blog Articles:** Two blogs from different perspectives.
- **Advocacy:** Legislative Tour



Campaign Totals

As of January 20, 2015

Total Gifts			
Direct Giving Campaign GOAL	\$75,000	(\$3,231)	
Direct Giving Campaign TOTAL	\$71,769	96%	of goal
Direct Mail	\$57,460	80%	of giving
Online	\$14,309	20%	of giving
Total Donors	205		
Lapsed Donors Recaptured	59	28%	
Average Gift	\$350		
Giving Ranges	Total Gifts	% of Giving	% of Donors
Leadership \$1000+	\$46,357	65%	12%
\$250-\$999	\$10,096	14%	10%
\$100-\$249	\$12,245	17%	38%
\$50-\$99	\$2,185	3%	20%
\$10-\$50	\$885	1%	19%
Return on Investment			
Total Cost	\$7,000		
Total Return	\$64,769	925%	

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Adjournment / Tour of CCS

Jamey McCormick

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