

BOARD MEETING

March 25, 2016

ACTION:

Approval of Minutes

January 29, 2016

LIVE UNITED



United Way of Pierce County

Financial

Jennifer Nino
Pete Grignon

FINANCIAL HIGHLIGHTS



2015-16 Latest projections are **\$614,000** short of our budget goal.

Staff, board and campaign cabinet are working to reduce this number by executing on the gap strategies.

So far, only \$264,000 of the projected shortfall is unrestricted dollars.



CFC Campaign: Final results show a decrease of (**\$255,000**) This is a 100% designated campaign. UWPC receives just \$1,500 of the \$565,000 raised.



Community Impact Grant Budget Goal: Best opportunity for raising resources to support our three main products: 2-1-1; Hunger Free Pierce County and Center for Strong Families. We have received \$27,500 so far and have asks out for \$500,000.



Collections on pledges in the door are 32.68% within the normal range of 0-3% of the prior two years: 33.62% and 33.84%;

Employee Community Fund of Boeing South Puget Sound fell \$49,000 short of their projected pledge for the prior year campaign. We may need to ask for an additional write-off if we don't meet our allowance of \$193,000 for that campaign.



Departmental expenditures under by \$40,000

Line items over by \$5,000 – None



LIVE UNITED



United Way of Pierce County

ON THE RADAR FOR 2016

Building Reserves: Goal is to make the final grant payment of \$102,100 to the Boys and Girls Clubs in 2016 for their Hope Centers. Reserves are thin at \$156,000 through January. Good news is we are back at 100% occupancy with the opening of the Daycare

Community Campaign – 2015-16: We are updating projections weekly. Resource Development team, board, campaign cabinet and others are working tirelessly on executing closing the gap strategies.

Unrestricted Reserves: Not all of the current projected campaign budget shortfall of \$614,000 is from unrestricted dollars; only \$264,000. Along with Board approved reserve spending of \$270,000 we anticipate a decrease to our minimum three month target of \$725,000 by year-end. However, this is a very early projection and we will update quarterly.

LIVE UNITED



United Way of Pierce County

United Way Worldwide Standards for Membership

A number of required standards that all United Ways need to follow for continued membership in the United Way system.

Standards were emailed for your review. As you can see we have met all the standards.

Questions?

President's Report

Dona Ponepinto

- Strategic Plan and Success in 2016
- Centers for Strong Families
- Staffing Update
- Community Celebration
- Community Leaders Conference –
May 9-12th, Vancouver, BC

5 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).

2016 Priorities

- Execute scorecard/business plan metrics
- Impact – Focus on breaking cycle of poverty by removing barriers for children and families
 - Implementation of CSF Network
 - Siemer Family Stability Grant/Food /211
 - Implementation of 2017 Investment Cycle

- Resource Development
 - Close Gap by XX %
 - Development of a diverse RD plan – focus on leadership givers/loyal donors/major gifts
 - Individual donor engagement – continue to diversify opportunities
 - Seek out grant funding opportunities
 - Seek out non-traditional methods of raising resources and awareness of UW's value

- Operations

- Talent, Talent, Talent – Invest in strong sales team
- Continue to ensure alignment of all work towards 10 year goal
- Continue to provide training opportunities
- Track scorecard on a quarterly basis to ensure forward movement of work

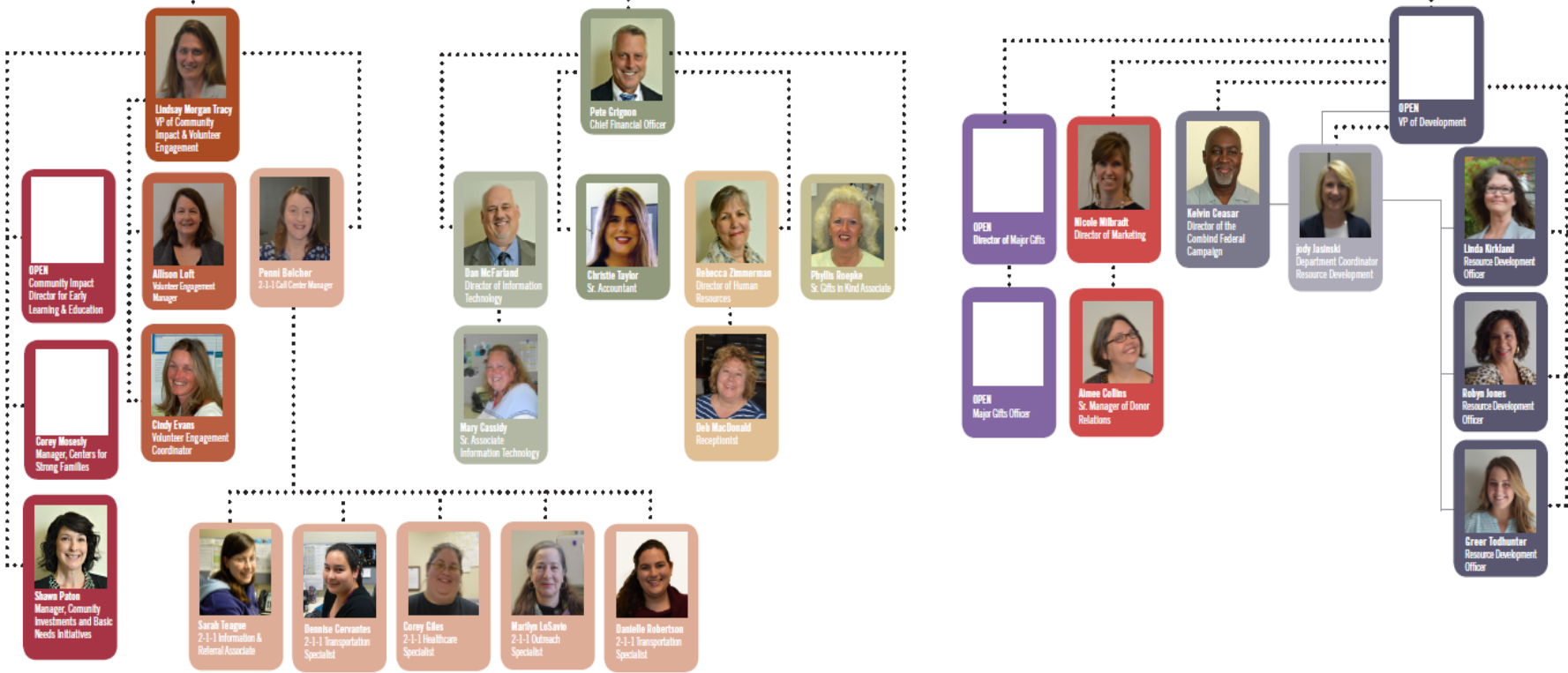
Center for Strong Families

- 😊 Approved by National LISC
- 😊 State Farm Relationship
- 😊 2 Centers in the Network
 - Goodwill
 - Sound Outreach Collaborative
- 😊 Grants Pending

STAFF ORGANIZATIONAL CHART

Heidi Hansen
Executive Assistant

Rena Penegato
President and CEO



— Administrative Support
 Direct Report

Campaign

Dona Ponepinto
Nicole Milbradt

- Status of 2015 Campaign
- Gap Strategies Updates
- Urgency Message

LIVE UNITED



United Way of Pierce County

2015-16 Campaign Goals By Revenue Stream

	2014 Actual	2015 Goal	2015 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
Workplace	\$ 4,600,692	\$ 4,830,939	\$ 3,289,963	\$ 622,699	\$ (918,277)
United Way Life	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
Direct Giving	\$ 260,403	\$ 440,000	\$ 221,269	\$ 218,731	\$ -
Sub Total:	\$ 4,861,095	\$ 5,770,939	\$ 3,511,232	\$ 1,341,430	\$ (918,277)
CSF Revenue Commitments**	\$ -	\$ 1,200,000	\$ 147,500	\$ 1,055,000	\$ 2,500
Grants***	\$ 391,169	\$ 200,000	\$ 444,126	\$ (227,000)	\$ 17,126
UWPC Total:	\$ 5,252,264	\$ 7,170,939	\$ 4,102,858	\$ 2,169,430	\$ (898,651)
ADT (Workplace & Direct included above)*	\$ 801,883	\$ 925,000	\$ 393,907	\$ 531,093	\$ -

*ADT included in the UW campaign under workplace & direct giving above. This line is total of all ADT giving including EL.

**Verbal from City of Tacoma-\$85,000; MultiCare-\$25,000; CHI-\$25,000; WECU \$10,000; Commencement Bank \$2,500

***\$86,077 - 211 phone & website; \$131,049 - Early Learning

Closing the Gap: Campaigns closed but unaudited at time of this report is \$102,494 and another \$110,338 for campaigns currently running. **Subtotal \$212,832**

Campaign Goals By Donor Segment

	2014 Actual	2015 Goal	2015 Actual	Outstanding Projection	Gap (Act+Proj)-Goal
ADT	\$ 801,883	\$ 925,000	\$ 393,907	\$ 531,093	\$ -
Leadership Donors (<\$10,000)	\$ 924,089	\$ 1,000,000	\$ 690,507	\$ 309,493	\$ -
Non-Leaders	\$ 1,521,990	\$ 1,613,000	\$ 1,106,870	\$ 506,130	\$ -
Total	\$ 3,247,962	\$ 3,538,000	\$ 2,191,285	\$ 1,346,715	\$ -
Direct Giving (without ADT)	\$ 105,544	\$ 165,000	\$ 119,922	\$ 45,078	\$ -

Key Goals:

* ADT: Move from 29 to 40 members

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

Closing the Gap: Campaigns closed but unaudited at time of this report is \$102,494 and another \$110,338 for campaigns currently running. **Subtotal \$212,832**

2015-16 Campaign Goals

12/31/2015 Benchmarks

	Benchmark by 12/31/2015	2015 Actual	Gap (Act+Proj)-Goal
Workplace	\$ 2,808,940	\$ 3,045,372	\$ 236,432
United Way Life	\$ 250,000	\$ -	\$ (250,000)
Direct Giving	\$ 189,000	\$ 204,539	\$ 15,539
Sub Total:	\$ 3,247,940	\$ 3,249,911	\$ 1,971
CSF Revenue Commitments	\$ 500,000	\$ 125,000	\$ (375,000)
Grants	\$ 200,000	\$ 444,126	\$ 244,126
UWPC Total:	\$ 3,947,940	\$ 3,819,037	\$ (128,903)
ADT (Workplace & Direct included above)*	\$ 650,000	\$ 383,907	\$ (266,093)

* ADT included in the UW campaign under workplace & direct giving above. This line is total of all ADT giving including EL.

Campaign Cabinet

Top 10 Strategies for Closing the Gap

- 1 Develop new message with “sense of urgency” that collaborates with existing marketing messages to be used by Staff/Board of Directors/Campaign Cabinet/Volunteers
- 2 Meet with ADT donors who have not currently given this year to ask/strategize for larger gift and match with initiative (bigger donor impact) for more than \$10K. Incorporate with new message. [29 donors]
- 3 Prioritize remaining CEO calls for campaigns not started, but remain to begin between December 1 and June 30. Incorporate Volunteers/Campaign Cabinet/Board Members on call with Dona presenting new message/sense or urgency

LIVE UNITED



United Way of Pierce County

- 4 Deep review of future campaigns, determine if room for more aggressive projections
- 5 Increase major gift donor engagement/calls/approaches with CEO – Dona
- 6 Bring together previous Campaign Chairs (January 2016) and PAST Board Members to educate on new message and seek counsel for moving forward in filling gap/future gaps. Plan to include stewardship for ongoing relationship
- 7 Complete personal Spider Map and return
- 8 Bring together Company Campaign Coordinators for campaigns that have not run to introduce “sense of urgency” and best practices/testimonials [Spring Campaigns]

LIVE UNITED



United Way of Pierce County

- 9 Identify which top 50 strongest campaigns are locally owned/operated for UWPC's CEO and Volunteer to present new "urgency" ...merge with CEO call effort
- 10 Create question on pledge form, "Do you belong to a union, if yes, which one?"
- 11 Research levels of recognition to discover if tiered leadership levels exist. Pete to research and connect with Mike Robinson and David Graybill. Investigate and recommend new/recognition levels for \$1,000 and up. [Currently on UWPC Website: Pierce, Evergreen, and Rainier levels] Assess possibility of recognition event with sponsors to leverage/celebrate leadership levels.

LIVE UNITED



United Way of Pierce County

Urgency Message

WHY: We believe everyone deserves to have a good life.

HOW: We are unlike other nonprofits. Our unique approach makes a bigger impact and provides bigger return on your investment.

WHAT: We make sure nothing stands in the way of people having a good life so our community can thrive. When our community thrives, we all benefit.

URGENCY: We need you now more than ever. More families are struggling, including many working families. We recently learned that in addition to the 12 percent of people living in poverty, there is another 22 percent struggling to put food on the table or pay their electric bill. That is one in three of us. Giving is down... at a time when our neighbors need our help more than ever.

LIVE UNITED



United Way of Pierce County

Messaging

Nicole Milbradt
Director of Marketing

What this is not

- A script
- The answer to the question “Why Should I give to United Way”
- The entire message

What is important to our audience?

Opportunity

Community

Kids

Stewardship of funds
Tangible products/Where money goes
Impact of work
Financial Transparency/Low Overhead
Inspired
Why United Way
Value of giving to instead of through
Volunteer opportunities

Big issues
Local Impact

Ease of Giving

What do we do best?

Funder
Strong Partnerships

\$1.36
Brand/History
Uniquely
Positioned
Variety of
Services
211
CSF

Workplace Campaigns
Research like the ALICE
Report & the expertise
behind it

What do we do that no one else does?

Bold Message
Convene/serve
as Backbone
Give everyone
an opportunity to
give

The Burger

- Why – Our Belief, Why We Exist
- How – What Makes Us Special, Sets Us Apart
- What – What We Do
- Urgency Message



The Condiments

- South Sound 2-1-1
- Centers for Strong Families
- Hunger Initiative

- Fund programs
- Work Collaboratively



Don't Focus on the Words On the Paper

- We believe that nothing should stand in the way of people having a good life.
- We believe in people having a good life.
- We believe everyone deserves the opportunity for a good life.
- We believe circumstances should dictate whether or not people have a good life.
- Everyone deserves the opportunity to achieve their potential and to have a good life.

LIVE UNITED



United Way of Pierce County

Community Impact Update on the Investment Plan

Matt Levi

Lindsay Morgan Tracy

UNITED WAY OF PIERCE COUNTY'S JOURNEY

2011 - 2014
COMMUNITY INVESTMENT ALLOCATION
PROCESS

2015
BUSINESS PLAN
(with 5 and 10 year measurable goals)

2011 – Present: Impact Investments

2011 – Programmatic funding

2014 – Shifted focus to programmatic work

2016 – 2019

- Funded 117 programs:
- In areas of Education, Income and Health (72%)
 - Emergency and/or support services, a.k.a. Safety Net (28%)

- Funded 57 programs:
- In new focus area to support children and their families (70%)
 - Basic needs or support services (30%)

- Moving to:
- Funds for agencies
 - Funds for programs
 - Funds for CSFs
 - Funds for place-based initiatives
 - Funds for collaboratives
 - Funds for capacity building and/or systems change work
 - Advocacy

Funding %ages for next 3-year investment cycle

FINANCIAL MODEL RECOMMENDATIONS

While percentage of funding to each impact area is a range, current percentages will be determined based on received applications:

- Basic Needs and Connected Communities – 30%
 - Also includes 2-1-1
 - Hunger Work
 - Community-based Solutions
- Successful Kids (birth – third grade) – 30%
- Strong Families – 30%

Funding %ages for next 3-year investment cycle

FINANCIAL MODEL RECOMMENDATIONS (Cont.)

The financial model will also include resources dedicated to:

- Direct Services, Community Engagement, Programs
- Advocacy – up to 5%
- Capacity Building – 5% (to be responsive to portfolio needs throughout the year)

Types of funding

- Direct service : \$10,000 to \$50,000
- Collaboratives : \$30,000 - \$75,000
- Collective Impact : \$75,000 - \$100,000+

Funding streams toward impact

Community Transformation Funding

Community Transformation Funding: Longer-term (5-year) investment in one group or collaborative whose mission is to transform the communities in our county facing the highest rates of poverty, using the Collective Impact Model

This would be like \$100,000 per year for up to 5 years

Community Impact Funding

Collaboration Funding: Potential for 3-year funding for collaboratives clearly addressing at least one of UWPC's initiative areas

Direct Service Funding: Funding a specific program providing direct service that clearly addresses at least one of UWPC's initiative areas

Short-term Funding

Capacity Building Funding: One-time funding, for partners funded through Community Transformation or Community Impact funding strategies, designated for capacity building and/or quality improvement

Neighborhood Grants: One-time funding for resident or community-led groups for projects that help children and families in their neighborhood

LIVE UNITED



United Way of Pierce County

Investment Strategy Guidance

- Investments in efforts or projects that are working towards breaking the cycle of intergenerational poverty through one or more of UWPCs strategic initiative areas
- We are not funding programs, but funding strategies that get us to results. We may be funding several programs around 1 strategy
- Align with the goal of at least one UWPC strategic initiative area - - can have multiple applications in different strategies
- Striving for the highest impact through a focus on performance, transparency and accountability

Performance and Accountability

- Funding is not guaranteed each year and is contingent upon UWPC's annual revenue
- All partners will be held accountable for specific deliverables.
 - In some instances, investment resources will not be released if deliverables are not met.
- Investments are contingent on the partner's ability to:
 - Partner and report out on deliverables when requested
 - Provide documentation as requested
 - Partnership and collaboration
 - Recognize UWPC as partner and/or funder

Priority Area

UWPC will primarily target 4 school districts' geographic footprint (Bethel, Clover Park, Franklin Pierce and Tacoma) representing 77 elementary schools, with one of the school districts identifying 26.8% of their residents as living in poverty in comparison to the 2013 national average of 14.5% (U.S. Census Bureau).

While our target area represents a high percentage of need, UWPC will not limit its resources to other geographic areas of Pierce County as we know need is everywhere. We must be intentional with our finite pool of resources.

LIVE UNITED



United Way of Pierce County

MOU (not a contract)

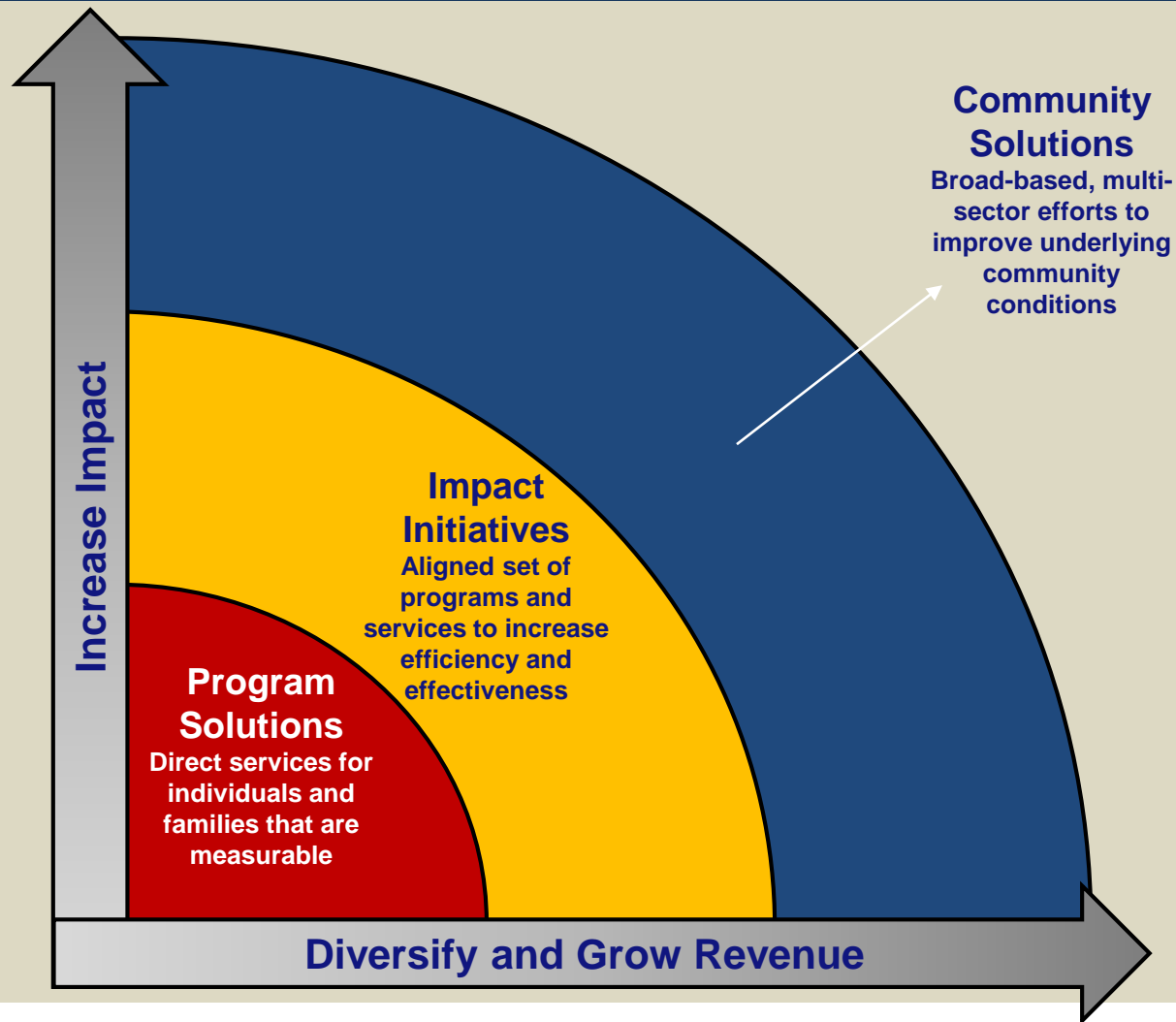
Brief Overview

- Better accountability for partners and for us
- Transparency
- Funds contingent upon continuous improvement, partnership and therefore results
- Funds contingent upon UWPC's resources

MOU (not a contract)

- Attachments to our new MOU
 - Grant Award & Contingencies
 - Co-Marketing Requirements
 - Reporting & Evaluation
 - Financial Reporting Requirements
 - Financial Review & Audit Policy
 - Counterterrorism Compliance
 - Change in Funding Status

Impact Model



LIVE UNITED



United Way of Pierce County

- Financial Models
- Types of Funding/Funding Streams
- Memorandum of Understanding
- Timeline

Governance

Linda Nguyen

- Updates
- Approval of Incoming Board members
 - Eric Hahn, General Plastics
 - Jim Walton, Community Volunteer, Former UWPC Campaign Chair
 - Pat McCarthy, County Executive
 - Nathe Lawver, UFCW 367

HopeSparks

Phoebe Mulligan, MSW,
LICSW Clinical Program
Director for Healing Hearts
Counseling

Adjournment

Jamey McCormick