

**United Way of Anchorage
Board Meeting
February 16, 2022, 4-5:30 p.m.
Via Zoom**

Members Present (16): Walt Bass, Belinda Breaux, Greg Deal, Mike Dunn, Bill Falsey, John Finley, Dick Mandsager, Jordan Marshall, Alex McKay, Daniel Mitchell, Rachel Norman, Natasha Pope, Veronica Reem, Beth Stuart, Ed Ulman, David Wight

RSVP Regrets (4): Laurie Butcher, Charles Fedullo, Mike Huston, Susan Parkes

Guest: Katie Scovic, Senior Associate, Agnew::Beck Consulting

Call to Order: Bill Falsey called the meeting to order at 4:01 p.m.

CONSENT AGENDA

Daniel Mitchell moved to accept the consent agenda (January meeting minutes and draft December financials) as presented, John Finley seconded, and the motion passed unanimously.

AGENDA ITEMS

Executive Committee Report:

Bill Falsey extended kudos to the Executive Committee as they continue to support and monitor the recruitment and transition of the CFO position and recognized the efforts of UWA finance team in supporting the action plan as well as the recruitment process, with Keith Hand (former Board member and current Finance Committee member) sitting in on the interviews.

Strategic planning is underway, with the first Board session held on February 8; big thanks to all the Board members who participated in the session and provided feedback. There will be a second dedicated session for strategic planning on March 15, from 12 to 2 p.m. The Executive Committee would also like to recognize the great work of the Board members on the Campaign Cabinet this year (Walt Bass, Mike Huston, Rachel Norman, and Daniel Mitchell):

- **ConocoPhillips/Walt Bass:** ConocoPhillips once again showed their commitment to support UWA and the Anchorage community through an amazing campaign, evidenced in the \$447,566 matching check for its 2021 employee campaign contributions. This total represents nearly \$900,000 in cash donations and an additional \$400,000 in food drive donations. ConocoPhillips also has gone the extra mile by sponsoring UWA's campaign kick-off and the Walk for Warmth.
- **Northrim Bank/Mike Huston:** Northrim Bank has been an ardent supporter of UWA since its inception, and the commitment to our community resonated through their campaign with growth in every campaign area. This is extremely hard to achieve and motivate in a campaign that consistently finds a way to break their record. There has been growth in leadership participation, campaign dollars, average gift, leadership dollars, corporate gift, as well as consistently high participation rate. Strong leadership support drives a passionate workforce to give back to their community through this vibrant campaign.
- **Alaska USA Federal Credit Union/Rachel Norman:** Alaska USA ran a spirited multi-state campaign and was able to grow their commitment to community with overall

campaign growth, total number of donors, as well as an increase in leadership donors. There has been growth in leadership donors, overall donors, percent of participation, and growth over 2020. Their campaign was a hybrid of in-person and virtual events in multiple states.

- **CIRI/Daniel Mitchell:** CIRI and the CIRI Foundation continued their longstanding commitment to this land and its communities with another successful campaign. CIRI's virtual campaign highlighted an amazing participation rate of 80% and featured donor prizes, engaging auctions, and concluded with an in-person campaign wrap-up, the first since the start of COVID-19. CIRI's support highlights its corporate values and demonstrates CIRI's meaningful commitment to this community.

The Board will hear more from Clark Halvorson on a new permanent location for the UWA offices in the President's report. The transition from 20+ years at the ConocoPhillips facility would not have been possible without the leadership and support from Rachel Norman and the whole Alaska USA team. UWA is excited to find a location where the team can put their roots down and provide even higher levels of service and support to the community and partner organizations.

Finance Committee Report:

Aminata Taylor provided the infrastructure status update – there have been a lot of changes, and UWA is on track to have the audit start March 7. Aldrich did not find any significant changes on their end. UWA has started training staff on ANDAR; the pledge processing team is fully trained, and the accounting staff has started training as well. The team is working on putting together desk manuals and have had conversations with additional resources. The CFO is still planning the transition and will be onboarding the new CFO while trying to make the transition as smooth as possible. UWA has had quite a few challenges in the past month, but the finance team has been working really hard to address the issues. Financials are currently in a draft form, but UWA wanted to share preliminary numbers with the Board; the Finance Committee is scheduled to meet February 22.

Clark Halvorson shared that UWA is moving forward with the CFO interviews; Keith Hand, former Board member and current Finance Committee member, is sitting in on the interviews. There are three candidates so far, and the top 1-2 candidates will meet with the Finance Committee and the UWA leadership team. UWA is hoping to identify someone who will be able to move into this position fairly quickly. The job market around the CFO position is quite challenging.

Campaign Update:

Jason Dinneen reported that UWA's campaign is currently at \$3.9 million, with a projected total of \$4.2 million, \$500,000 over last year. Business relations team has been doing an excellent job – they threw an incredible amount of energy into campaign this year, and have engaged several new companies. Campaign's focus has been on top 30 campaigns this year, looking at who has been engaged with UWA and how we can engage them more.

This year's State of Alaska campaign is at \$70,000; big kudos to Commissioner Brune, such turnaround at the state level is amazing. They also secured a \$25,000 matching grant from the Rasmuson Foundation. Several companies have seen amazing growth this year, including ConocoPhillips, Alyeska Pipeline Service Company, Northrim Bank, Residential Mortgage, Doyon Drilling Group, Premera Blue Cross, CIRI, Enstar, Alaska USA, FNBA, Alaska

Communications, Costco and Target. Individual giving is up \$40,000 from last year, and TOC is on track towards \$1.5 million goal.

President's Report:

Clark Halvorson reported that UWA staff had an opportunity to participate in Black History Month and listen to community leader Cal Williams speak about representation, his upbringing in the South, how he and his fellow advocates have worked to make Anchorage a better place, and lessons on how we can build a better community together. UWA is also partnering with the Alaska Black Caucus to support their 2023 Black History Month programming and to allow ABC to create 10 television vignettes of trailblazers within the Black community.

Covid testing continues to be a limiter for our response to COVID-19 in Anchorage. More people are wanting tests, and “drive through” testing centers are stressed. There is also the potential that individuals will have to now bill their insurance for the test and potentially have a co-pay, which could result in fewer people getting tested. Over-the-counter test kits are also hard to come by. With the support of the Municipality, UWA has purchased 15,000 rapid home tests that will be in the state next week. UWA will be working with its partner network and the grantees supporting the vaccine and testing grant to distribute across Anchorage.

Rachel Morse will be joining UWA on March 15 as Senior Vice President. With a laser focus on cross-department collaboration, Rachel will be responsible for providing leadership for UWA's fundraising, community advancement, and marketing and communication for the organization. Rachel brings 20 years of leadership in the Alaska nonprofit sector, most recently as a consultant for The Foraker Group. She has spearheaded fundraising activities, served in a variety of leadership roles, and transformed relationship models for working with donors, community organizations, foundations, and governments.

The new building purchase is moving forward. JL Properties, Inc. is under contract to purchase the Anvil Building at 509 W. 3rd Avenue. There is a 45-day due diligence period expiring on March 18; closing is expected to take place by April 18. JL Properties, Inc. will hold the title; they are offering UWA a long-term discount on square footage. They are also very interested in looking at the opportunity for UWA to own the facility at a future date. Transition to facility is planned to be completed by November 2022. For the next 12-18 months, Anvil, a tenant in the building, will remain in their space; they will be paying rent of \$30k/month. UWA will be building a workgroup to discuss opportunities with the facility design, and how to best utilize the space.

Strategic Planning Update and Discussion:

Clark Halvorson shared that during the first phase of the strategic planning process, UWA sought to identify community priorities from external partners, and internal priorities from staff and Board members. UWA gathered quantitative data including a recent donor survey, a survey of Board and staff, relevant 2-1-1 data, and qualitative data from internal and external stakeholders in interviews, focus groups, and a strategy team that met monthly. Working closely with UWA leadership, Board, staff, and community partners, UWA is bringing all that together to identify what it needs to focus on internally to be optimally effective at helping our community thrive.

This effort is ultimately about translating findings and recommendations into a strategic plan for the next five years. After the listening session and February Board work session, UWA has identified focus areas that will help transform the organizational culture, funding process and

system, data and information technology systems, and incorporate principles of equity, diversity, and inclusion into everything UWA does to best serve Anchorage and meet its mission.

Katie Scovic of Agnew::Beck Consulting shared that there were about 400 people total weighing in on the strategic planning process. UWA and Agnew::Beck heard from a lot of different groups and identified several common themes. Those core themes became fundamental in defining the objectives. To have an impact externally, requires internal adjustments. Transformational goals and 5-year objectives include:

1. Turning outwards with a growth mindset and being led by community.
2. Diversifying and increasing revenue to fund key community initiatives identified in the Community Impact Agenda.
3. Using data integration, sharing, and analysis to achieve community outcomes.
4. Building partnerships for a more equitable community.
5. Maintaining an equitable, accountable, sustainable organization that is a great place to work and volunteer.

Board discussion will address the following questions:

- What are Board's thoughts of the objectives?
- Are these the right goals?
- Any surprises, missed opportunities?
- What are the priority areas?

Following a small group discussion, Board members shared the highlights of the conversations:

- Working with partners and communities to develop a Community Impact Agenda that gets upstream and focuses on prevention and addressing root causes should be the top priority because the rest of the objectives depend on it. Community Impact Agenda will need to be clear and include fundamental strategies that are clearly measurable.
- The phrasing of the goals feels somewhat vague and could apply to many organizations; it is important to make the language more positive/simpler/accessible, and unique to UWA; it would need to be framed to capture imagination/inspire.
- Need to say more about what UWA is trying to change – what it is hoping to achieve. Suggested phrasing such as “work in partnership to improve conditions for all” – it is important to build energy in the community for this work. Need to decide how to measure goal attainment.
- Curious about the focus on younger and more diverse donors, and also focusing on expanding engagement of other groups of donors (physicians, dentists, lawyers, etc.). It is extremely important to build energy and commitment in the community.
- Data is key; UWA must be persistent with data. Look at data as an important part of storytelling. UWA can make data accessible for donors, and that's an important part of how to communicate with donors, policy makers, etc. Think about how to elevate data that partner organizations are collecting.

Motion to adjourn the meeting was made by David Wight, John Finley seconded, and the motion passed unanimously.

Next Board meeting: March 16, 2022