

**United Way of Anchorage  
Board Meeting  
April 20, 2022, 4-5:30 p.m.  
Via Zoom**

**Members Present (15):** Walt Bass, Belinda Breaux, Laurie Butcher, Mike Dunn, Bill Falsey, John Finley, Mike Huston, Dick Mandsager, Alex McKay, Rachel Norman, Susan Parkes, Natasha Pope, Beth Stuart, Ed Ulman, David Wight

**RSVP Regrets (5):** Greg Deal, Charles Fedullo, Jordan Marshall, Daniel Mitchell, Veronica Reem

**Staff Present:** Clark Halvorson, Sue Brogan, Rachel Morse, June Sobocinski, Sandy Stora, Nina Makarova

**Call to Order:** Bill Falsey called the meeting to order at 4:03 p.m.

**CONSENT AGENDA**

Beth Stuart and Laurie Butcher clarified that the Finance Committee did not approve the financials, so the December, January, and February financials are presented as draft only.

Belinda Breaux moved to amend April 7 meeting minutes to include the Board's concerns about UWA financials, Anvil building risk management, and UWA acting as a landlord potentially becoming a distraction from the mission standpoint; Alex McKay seconded, and the motion passed unanimously.

Ed Ulman moved to accept the consent agenda (draft December, January, and February financials; and March 16 and amended April 7 meeting minutes) as presented, Laurie Butcher seconded, and the motion passed unanimously.

**AGENDA ITEMS**

**Executive Committee Report:**

Bill Falsey extended kudos to:

- Finance and Executive Committee members for the extraordinary work supporting UWA's fiscal action plan development and implementation.
- All the Board members for taking an active role in the office space decision making and attending the special meeting on April 7. UWA appreciates all the thoughtful comments and questions.
- Walt Bass for attending the Volunteer Recognition Luncheon. Many amazing volunteers, including UWA long-time volunteer Kathleen Plunkett of ConocoPhillips, were honored at the event.
- Strategic Planning Core Team for their continuous work and guidance: Alex McKay, Belinda Breaux, Walt Bass.

The Committee spent a significant amount of time working on John Rubini meeting and Anvil building offer. Several Committee members were able to meet with JL Properties; UWA also called a special meeting on April 7 where the Board was not able to achieve the quorum and

make the decision on the building. The Board had some concerns about committing to buying the building. The offer did evolve over time, from a 10-year lease with the option to buy, to a 2-year lease with a requirement to purchase, and the Executive Committee is no longer comfortable moving forward with the offer without significantly more due diligence and capacity building within the organization. UWA will be forming an ad hoc group to look at space options once the fiscal matters are in order.

### **Finance Committee Report:**

Laurie Butcher extended kudos to UWA management and finance team for coming through with financial statements for December, January, and February while short staffed. UWA got some temporary help and hired a Senior Accountant. The Finance Committee didn't have substantial time to review the financials, simply because of the volume. Audit report has been delayed due to some of the Altman Rogers staff going on vacation, but they will be drafting the report shortly, around April 25. The Audit Committee will then be getting together to review the results of the audit. Two more CFO interviews are scheduled this week. UWA also signed a formal agreement with The Foraker Group for official CFO search – the Committee felt strongly about the need to hire additional recruiting help; TFG will be starting the process on May 9, and it will likely take a couple of months for this process.

### **President's Report:**

Clark Halvorson shared that UWA is grateful for the work the Board did on office space. UWA is also very grateful for AK USA's amazing offer – allowing UWA to stay in their building through 2023, rent free. JL Properties also offered an option of moving back into the ConocoPhillips building, so the ad hoc group will be looking into that as well.

UWA got a \$1M earmark for 2-1-1, and it will be able to extend the deadline to two years, which allows UWA to combine it with the Alaska Community Foundation grant. UWA was able to sit down with Murkowski DC team at the 2-1-1 center and really show them what they're investing in. A takeaway from the meeting was a suggestion by Murkowski team to put another earmark in, in order to create a space for UWA to expand infrastructure. UWA wrote an op-ed thanking the team for all their amazing work.

As mentioned earlier, UWA has hired a new Senior Accountant, Alyssa Dunne, who brings a broad experience; in addition, a new Accounting Technician will be starting next week on a temporary basis.

As of today, UWA pushed out \$4.1M into the restaurant and hunger relief program and received another \$300,000 from Alaska Community Foundation; we are getting ready to do a lottery drawing on that. Alaska Hospitality Retailers has been an amazing partner.

At the last Board meeting, UWA shared some challenges around the healthy communities grant. Municipality has been an amazing partner on this over the past few weeks, and UWA has started having meetings with the grantees on the monthly basis, and we are hoping to collaborate/partner with this group in the future.

### **Strategic Plan Update:**

Clark Halvorson shared that the draft 2022-2027 strategic plan translates the findings and recommendations from a six-months planning process into a road map for the next three-five years. UWA has proposed updates to its vision, mission, values, and areas of impact. The plan

includes the 5 key goal areas with 5-year priorities. Process goals included re-assessing and identifying UWA's role in community; increasing diversity and equity, both internally and externally; focusing in on the most vulnerable; increasing revenue to invest in the community; deciding how UWA collects and shares data; and identifying "North Star" goals and how to get there.

Proposed vision is: Anchorage is a diverse, vibrant community where everyone can achieve their potential. Proposed mission is: We unite caring people to give, volunteer, and take action to remove barriers to opportunity and solve our community's toughest challenges. Our focus is on education, financial stability, and health, the building blocks for a good quality of life and a strong community. Proposed values include leadership, collaboration, results-focused, stewardship, and equity.

UWA knows that as our community faces tough challenges, we must work together to solve them by:

- Bringing people together – UWA will be a community convener to identify, measure, and solve collective challenges. UWA will rally its partners, staff, volunteers and community around a common vision.
- Increasing the focus on people in the community who have been underserved – UWA will identify issues that affect some parts of the community more than others. UWA will partner with community members and leaders to create and fund solutions that build equity.
- Increasing investments into our community – UWA will attract support when we communicate what we do more powerfully. UWA will deepen its connections with current donors and create new paths for people to engage with UWA, both within and outside of the workplace.
- Multiplying the impact – UWA will continue to multiply its impact beyond the dollars it raises. UWA will leverage its resources, and strategically invest staff, volunteer, and community contributions.

The first goal is to build partnerships for a thriving community. 5-year priorities include: increasing the number and diversity of community partners and volunteers who are actively engaged with UWA; soliciting, providing, and managing resources that respond to the specific needs of diverse communities in Anchorage and involving community partners to shape funding allocation decisions; and investing in referral and navigation of community programs and systems, with a focus on removing barriers to access.

The second goal is to lead a collaborative community impact agenda. 5-year priorities include: developing and implementing a community impact agenda that addresses root causes and builds equity; creating opportunities for listening, awareness building, and shared action, including audiences who are not yet engaged with UWA; and identifying annual policy priorities that support the community impact agenda and advocate for them.

The third goal is to raise and strategically invest resources to maximize impact. 5-year priorities include: making UWA's connection with donors a relationship, not a transaction, giving special attention to new and loyal donors; broadening fundraising beyond workplaces, meeting people where they live, socialize, and play; increasing investments from government funders, foundations, corporations, and sponsorships; and continuing testing and incubating new business models, partnerships, and financing tools.

The fourth goal is to use and share data to drive measurable community change. 5-year priorities include: collecting and sharing reliable community data across partners to support decision-making and resource allocation; investing in systems, tools and processes within UWA to be truly data-driven; and developing compelling data-driven narratives to engage audiences across the community.

The fifth goal is to be an outstanding place to work and volunteer. 5-year priorities include: fostering a culture that is mission-based, inclusive, high-performing, and flexible; investing in internal infrastructure, including financial management, integrated data, and IT systems; and recruiting and retaining quality staff and Board members with the diversity and skills to maximize community impact.

UWA will know it has succeeded when Anchorage is a community where:

- Everyone has sufficient income to cover basic needs.
- Housing is affordable and experiences of homelessness are rare, brief, and one-time.
- Health care is affordable and accessible, including mental health and substance misuse treatment.
- All children and their families live in a healthy environment with access to opportunities from cradle to career.
- Diversity and inclusion are core community values that drive decision-making and resource allocation.

UWA's metrics of success by 2026 are as follows:

- 80% of third graders are reading proficiently (2020 baseline = 40%)
- 90% of high schoolers graduate in 4 years (2020 baseline = 82%)
- 6,000 uninsured Alaskans gain access to affordable, quality health care (2020 baseline = 1,000 Alaskans annually)
- 10,000 Anchorage families increase income, grow savings, and gain assets (2020 baseline = 3,000 families annually)
- 200 of our most vulnerable homeless neighbors are stably housed (2020 baseline = 46)

Following the Board discussion, Natasha Pope moved to adopt the strategic plan as presented, Belinda Breaux seconded, and the motion passed unanimously.

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

Next Board meeting: May 18, 2022