

**United Way of Anchorage
Board Meeting
August 21, 2019, 4-5:30 p.m.
Wells Fargo Conference Room**

Members Present (18): Belinda Breaux, Laurie Butcher, Greg Deal, Mike Dunn, Bill Falsey, Sarah Gaines, Michael Huston, Teresa LaPella, Dick Mandsager, Jordan Marshall, Alexandra McKay, Daniel Mitchell, Susan Parkes, Brad Spees, Beth Stuart, Ed Ulman, David Wight, Tom Yetman

RSVP Regrets (10): Rick Fox, Charles Fedullo, Darlene Gates, Geoff Lundfelt, Joe Marushack Teri Nienhaus, Frank Paskvan, Natasha Pope, Jack Sheppard, Janet Weiss

Call to Order: Belinda Breaux called the meeting to order at 4:00 p.m.

CONSENT AGENDA

Susan Parkes moved the resolution to accept the consent agenda (May 15 meeting minutes) as presented, Brad Spees seconded, and the motion passed unanimously.

AGENDA ITEMS

Executive Committee Report:

Kudos were extended to

- Joe Marushack and ConocoPhillips Alaska for Joe stepping up to be the 2019 UWA Campaign Chair and to Conoco Phillips for loaning economist Raj Choudhury to help 2-1-1 with pricing and business modeling to create an earned income revenue stream.
- Darlene Gates and ExxonMobil for giving kick-off a great lift by sponsoring the catering.
- Jordan Marshall for providing extraordinarily timely and accurate legislative information during the session and helping to clarify the series of budget actions and special sessions.
- Board members, or their company reps, who are participating in our 2019 Campaign Kickoff video, “Change doesn’t happen alone.” Tom Yetman and Ed Ulman for starring in the video. Brad Spees for Paul Landes’ participation, and Daniel Mitchell for Sophie Minich’s participation.

Since William Browning, UWW’s Chief Transformation Officer, will be in town for kick-off, the Executive Committee is taking advantage of his insights and expertise through a Board meeting on September 10 from 3:30 to 5 in the Wells Fargo Board Room. The regularly scheduled Board meeting (September 18) is cancelled.

At the September 10 session, Browning will discuss:

- What the UWW research shows for business model relevance and growth;
- How UWW developed its strategies in response to the research;
- And brainstorm what that means for UWA locally, especially after he has had a number of conversations with local companies on their corporate philanthropic goals.

Finance Committee Report:

Beth Stuart reported the Finance staff is reconciling the year end accounts and overseeing the audit preparation for the audit in October.

The May financials reflect campaign coming in under expectations, but expenses are being managed to match the deficit. The financial health of UWA continues to be strong and there is no need to tap into reserves.

The Finance Committee and the Finance Department have been working to establish a new format for reporting to the Board. They expect to unveil the reports in October.

Resolutions were introduced to reflect staff transitions and authorize signers on the Wells Fargo and First National Bank of Alaska accounts. Beth Stuart moved the resolution, Susan Parkes seconded, and the motion passed unanimously.

Workplace Campaign:

Workplace Campaign Chair Joe Marushack could not attend but wanted to request the Board's help through these tough economic times to step up philanthropic giving.

Cassandra Stalzer reported the number of companies running campaigns has declined 47%. The biggest driver in the decline of donations is due to companies not running campaigns. Longtime donors are committed but aging out of the workforce. Younger donors are less committed to UW and more inclined to donate directly to causes rather than payroll deductions.

After evaluating the research, UWA is implementing these strategies:

1. Reorient Communications to Link impact to Company Partners
2. Prominent Campaign Cabinet – Raise Profile of Campaign
3. Board Involvement – Leverage Connections and Information
4. Agency Involvement – Coordinated Messaging
5. Improve Customer Service to Workplace Accounts
6. Improve User Experience at all Steps
7. Increase Major Gifts / Step up to Tocqueville

UWA is requesting that the Board:

- Set ambitious giving goals at their place of employment and talk about leadership giving among senior staff;
- Attend Kick-Off;
- Send campaign coordinator to an ECC training;
- Provide feedback about your own campaigns;
- Help open doors to new companies;
- Help encourage lapsed companies to run a campaign.

Public Policy Committee Report:

Susan Parkes reported that UWA got involved in a careful and proactive way during the recent state budget deliberations. The proposed cuts majorly impacted the core of UWA's mission so the decision was made to sign on with other funders to register concern with deep cuts. The President sent constituent emails about the need for consistent services and that cuts not to be

made too deeply and too quickly, and to ask legislators to stand by the budget that they had approved.

Donor feedback was primarily positive with many compliments. There were two instances of negative feedback, one from a past donor and one from a current donor.

The Municipality of Anchorage (MOA) was monitoring the ramifications from not only the effect of the primary cuts to the MOA but also the secondary and tertiary cuts to others as well. The cuts threw the fragile safety net into further disarray so the Mayor called a civil emergency due to significantly more people needing services. The MOA was on the cusp of making big improvements to housing the homeless and these cuts have set that momentum back.

The Mayor used 2-1-1 data in evaluating the situation and preparing the response. Both DHSS and the Regulatory Commission referred people to 2-1-1.

It has been a challenging year for public policy but the level of public engagement has been unprecedented.

President's Report

UWA's involvement in the homelessness work is with families, prevention/diversion, and permanent supportive housing.

For families, UWA partners with Catholic Social Services, Salvation Army, and RurAL CAP. The funding is predominately from Providence but also the Alaska Community Foundation and the Anchorage Home Builders Association. The work is to rapidly re-house homeless families, moving them into housing immediately rather than stay in a shelter until "housing ready." In the last 32 months, 93 households (326 people) were housed with the following goals:

- 100% to be housed at 30 days; 84% was achieved.
- 80% remain housed at 6 months; 79% was achieved.
- 70% remain housed at 12 months; 68% was achieved.

UWA will be raising resources to try to get all eligible families into rapid re-housing. UWA is also gearing up for 10th year of family emergency cold weather shelter.

For prevention and diversion, UWA facilitated a literature search by South Central Foundation for root causes of homelessness. UWA is also standing up, or facilitating, volunteer opportunities for the many community members who want to help neighbors who are experiencing homelessness, and is looking into options for communications about the challenges of housing affordability and availability. The serious lack of having affordable housing to low, and even middle income, residents is a major driver that leads some households to homelessness. A household must earn more than \$52,000 a year to afford a two-bedroom apartment; that is \$25 an hour. Minimum wage is currently less than \$10 an hour.

For those experiencing homelessness -- the most expensive, difficult to serve, and ill people, and frankly, the most visible and aggravating to the public -- permanent supportive housing is the proven best practice that combines stable housing with intensive case management. It is estimated there are 370 people who meet the criteria. It took intense, time-consuming work to

learn that number. Our feasibility study shows it costs roughly the same to provide PSH as it costs society now in emergency responses.

The way to pay for PSH is through a new Pay for Success (PFS) financial model. The pilot was launched in July with funding from Rasmuson Foundation and Alaska Mental Health Trust Authority. There were four people housed with the goal of 45 in housing by March 2020.

The first person enrolled in PFS is a middle-age man who has been homeless for years with no service or housing connections. He would frequently disappear, and it was difficult to check on him. The only reliable source of follow-up he had was with the Anchorage Police Department when he was found wandering the streets, often late at night. He would frequently miss meals and his only form of transportation was walking in his shoes which did not fit, which greatly impacted his physical health. He also had no access to psychiatric care. He is now housed, got clean brand-new clothes which he reports not having had a in a very long time, has consistent access to food, case management, and will be connected to medical care. He has developed a rapport and a trust with staff and has been engaged throughout this process as they were the first outreach team able to consistently follow through with him. He smiled for the first time in years and has reached out to family with whom he hasn't connected to in over a decade.

Motion to adjourn was made by Susan Parkes, Laurie Butcher seconded, and the motion passed unanimously.

Next Board meeting: September 10, 2019.