

**United Way of Anchorage
Board Meeting
January 16, 2018, 4-5:30 p.m.
Wells Fargo Conference Room**

Members Present (20): Brad Spees, Laurie Butcher, Bill Falsey, Michael Huston, Greg Deal, Belinda Breaux, Susan Parkes, Mike Dunn, David Wight, Geoff Lundfelt, Jack Sheppard, Charles Fedullo, Dick Mandsager, Teri Nienhaus, Alexandra McKay, Kitty Farnham, Jay Butler, Jordan Marshall, Natasha Pope, Ed Ulman

RSVP Regrets (7): Rick Fox, Darlene Gates, Beth Stuart, Janet Weiss, Thomas Yetman, Joe Marushack, Frank Paskvan

Annual Meeting Call to Order: Susan Parkes called the meeting to order at 4:00 p.m.

Public Comment

There was no public comment.

Resolutions

Election of Board Members:

Susan Parkes introduced the resolution to elect the following Board members to new terms:

- Laurie Butcher (2nd term)
- Beth Stuart (2nd term)
- David Wight (3rd term)

Charles Fedullo moved the resolution, Bill Falsey seconded, and the resolution passed unanimously.

Susan Parkes introduced the resolution to elect Board member Rick Fox to a fourth term. David Wight moved the resolution, Laurie Butcher seconded, and the resolution passed unanimously.

Election of Board Officers:

Susan Parkes introduced the resolution to elect Board officers:

- Chair – Belinda Breaux
- Vice Chair/Chair Elect – Natasha Pope
- Treasurer – Beth Stuart
- Secretary – Mike Dunn

Geoff Lundfelt moved the resolution, Brad Spees seconded, and the resolution passed unanimously.

Annual Meeting Closed: Susan Parkes closed at 4:15 p.m.

January Board Meeting Call to Order: Belinda Breaux called the meeting to order at 4:15 p.m.

CONSENT AGENDA

Dick Mandsager moved the resolution to accept the consent agenda (December 5 meeting minutes and December financials) as presented, Alex McKay seconded, and the motion passed unanimously.

AGENDA ITEMS

Executive Committee Report:

The Board extended kudos to:

- Mike Huston for Northrim Bank receiving the Outstanding Business in Philanthropy award at the National Philanthropy Day in Alaska sponsored by the Association of Fundraising Professionals. UWA is proud to have been a co-nominator for this award.
- Brad Spees and Paul Landes for GCI receiving the award for Outstanding Philanthropist.
- Ed Ulman for generously providing air time for our new 90% by 2020 ads.

The Committee proposes Daniel Mitchell, the CFO at CIRI, as a new Board member. Charles Fedullo moved the resolution, Kitty Farnham seconded, and the resolution passed unanimously.

Workplace Campaign Update:

Elizabeth Miller reported that \$5 million had been raised to date, about \$90,000 less than last year by the same date. This includes \$1,116,689 from 61 renewing and 6 new Tocqueville Society members. The projection is to raise around \$5.35 or \$5.4 million which is 1 or 2% down from last year. The designation rate -- the restricted donations to be passed through to other non-profits (less a 13% fee) -- looks likely to remain steady, at about 25%. The undesignated donations are used to invest in UWA partners and/or in the community goal work.

The workplace campaign downward trendlines are very similar to what other United Ways are seeing across the country. Fewer companies are doing employee drives, there are lower participation rates, and the overall contributions levels are declining. The reasons include:

- Institutional trust is on the decline and that affects non-profits as well as government, media, and business.
- Generational pressures – The Baby Boomers have been long time generous donors to UWA, but they are retiring in droves. Gen X or Millennial employees don't have the same connection to UWA and see giving as an immediate and personal activity. Gen Z (born in 1996 or later) are tech-driven and expect mobility, access, and speed. UWA will have to significantly change to address and engage the Gen X, Millennials, and soon the Gen Z.
- More use of third-party platforms/processors in workplaces. These have no UWA info, or UWA is one of many organizations listed, and no donor info is provided so UWA cannot thank or communicate the impact of the gift.

To address these challenges, United Way Worldwide's strategy for workplace campaigns is to deploy a cloud-based platform that makes giving very personal and immediate. UWA staff and an ad hoc committee of the Board will present this opportunity to the Board in an upcoming meeting.

Permanent Supportive Housing/Pay for Success Committee Update:

Mike Huston recapped what was covered at previous Board meetings: the description of permanent supportive housing and why it is the best practice for reducing homelessness among the most disabled and most expensive homeless population; how the Pay for Success financial model can work to stand up such a large intervention and better utilize public expenditures; and the objectives of the Board's ad hoc committee to analyze the best roles and responsibilities allocations among UWA and its core partners and the potential legal structure under which to perform those roles and responsibilities.

Over a series of meetings, the ad hoc Committee explored and gained an understanding of the potential legal and organizational structures for a Pay for Success transaction; learned about the necessary

activities associated with a Pay for Success transaction; evaluated UWA's "best fit" for each of those activities and recommended role for each of the Pay for Success activities; determined feasibility of UWA's "best fit" with the goals of other project partners; and considered the various legal structures to accomplish the "best fit."

At the last Board meeting, Committee Chair Beth Stuart shared the Committee's evaluation criteria and the matrix for the benefits and risks of the various roles for UWA and its core partners, the national experts from Social Finance and Corporation for Supportive Housing. And, she described Attorney Suzanne Cherot and Michele Brown's multiple meetings with these partners and the interviews conducted with other locations doing this type of work. Committee Chair Stuart also described the Committee's recommendations, for which roles and responsibilities it believed that UWA should serve in the partnership.

The Committee recommends to the Board that the Board authorize Michele Brown and Suzanne Cherot to: (1) enter into negotiations and draft the necessary legal documents that create an LLC to manage the work in partnership with Social Finance and the Corporation for Supportive Housing; (2) enter into negotiations with those partners to finalize the details around roles and responsibilities delineation and; (3) memorialize those details in the LLC's operating agreements. During the negotiations, should there be any significant deviation from the guidance established by the Committee, staff will reconvene the Committee (and if necessary, the Board) to address those issues. Once the agreements and documents are completed, the Committee will review them and report to the Board for final approval. Susan Parkes moved to adopt the Committee recommendation, Ed Ulman seconded, and the motion passed unanimously.

Public Policy Committee Meeting Update:

Susan Parkes presented the 2019 Public Policy Agenda recommended by the Public Policy Committee. Much of it is similar to the 2018 version. A new issue is that the Committee recommends that UWA support the Municipality's proposed alcohol tax. The Board generally steers clear of tax issues, preferring to refrain from suggesting specific revenue-raising tools, but this tax is so related to a core UWA mission that the Board should support it. The revenue raised through the tax will support new treatment facilities, permanent supportive housing, homeless camp abatement, and the mobile intervention team.

Highlights of the Board's discussion include: Support is widening for this measure and UWA could expect opposition if UWA did not support it, as it is providing critical support for housing and treatment. Taxes are often seen as a drain, but this could be seen as an economic boost by reducing homelessness problems. Systems change work needs long-term funding, and this tax provides sustainable funding.

The Board wants to anticipate which donors might be put off by support of this tax and address that proactively. The Board also suggested that communications be about the needed services, the importance of public-private partnership to address these complex issues, and the value of a sustainable system to alleviate the community problems caused by substance abuse and homelessness. UWA should be mindful of the language and timing of the communications regarding support and positioning the organization as not being pro-tax but being pro-issues, with clarification that the Municipality is proposing to raise funds this way and UWA is supporting the Municipality. The Board requested research on other cities which have shown success with a similar fundraising tax.

Mike Huston moved to adopt the 2019 Public Policy Agenda as presented by the Committee, Charles Fedullo seconded, and the motion passed unanimously.

Communications Update:

Cassandra Stalzer reported that the goal is the right story to the right person delivered by the right channel at the right time. New survey data shows small growth in people reporting seeing UWA advertising in the past year, to 45 percent (up two points). There has also been small growth in people reporting seeing UWA in the news in the past year, to 34 percent (up four points). The biggest change was the decrease in the number of people who say the overall tone of the news coverage was negative, down to 2.4 percent (a decrease of five points).

The research included three questions specifically about the 90% Graduation by 2020 work. The number of Anchorage residents who believe improving graduation rates is the responsibility of the whole community grew 13 points, just 1 point lower than the highest rate surveyed (in 2015). The number of people who believe it's "very important" to reach a 90 percent graduation rate by 2020 fell by nine points to 73 percent.

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

Next Board meeting: February 20, 2019