

**United Way of Anchorage
Board Meeting
January 19, 2022, 4-5:30 p.m.
Via Zoom**

Members Present (17): Walt Bass, Belinda Breaux, Laurie Butcher, Greg Deal, Mike Dunn, Bill Falsey, John Finley, Michael Huston, Dick Mandsager, Daniel Mitchell, Rachel Norman, Susan Parkes, Natasha Pope, Veronica Reem, Beth Stuart, Ed Ulman, David Wight

RSVP Regrets (3): Charles Fedullo, Jordan Marshall, Alex McKay

Annual Meeting Call to Order: Natasha Pope called the annual meeting to order at 4:04 p.m.

Public Comment

There was no public comment.

Resolutions

Election of Board Members:

Natasha Pope introduced the resolution to elect a new Board member, Dr. John Finley of Alaska Regional Hospital. Laurie Butcher moved to approve the resolution as presented, Daniel Mitchell seconded, and the resolution passed unanimously.

Natasha Pope introduced the resolution to elect Charles Fedullo and Daniel Mitchell to a second term. Bill Falsey moved to approve the resolution as presented, Susan Parkes seconded, and the resolution passed unanimously.

Natasha Pope introduced the resolution to elect Laurie Butcher and Beth Stuart to a third term. David Wight moved to approve the resolution as presented, Susan Parkes seconded, and the resolution passed unanimously.

Natasha Pope introduced the resolution to elect David Wight to a fourth term. Ed Ulman moved to approve the resolution as presented, Laurie Butcher seconded, and the resolution passed unanimously.

Election of Board Officers:

Natasha Pope introduced the resolution to elect the following Board slate for Board officers:

- Chair – Bill Falsey
- Vice Chair/Chair Elect – Alex McKay
- Treasurer – Laurie Butcher
- Secretary – Beth Stuart

Daniel Mitchell moved to approve the resolution as presented, David Wight seconded, and the resolution passed unanimously.

Motion to adjourn the annual meeting was made by Daniel Mitchell, Laurie Butcher seconded, and the motion passed unanimously.

Annual Meeting Closed: Bill Falsey closed the annual meeting at 4:30 p.m.

January Board Meeting Call to Order: Bill Falsey called the meeting to order at 4:30 p.m.

CONSENT AGENDA

Susan Parkes moved to accept the consent agenda (December 1, 2021 meeting minutes and July–November 2021 financials), Beth Stuart seconded, and the motion passed unanimously.

AGENDA ITEMS

Executive Committee Report:

Bill Falsey shared that this is a period of interesting transition for the organization, with relatively new CEO, additional work being done on financial systems, and big strategic planning underway. Kudos to:

- Natasha Pope and FNBA: As the ECC for FNBA, Natasha took on the monumental task of converting FNBA’s campaign from paper pledge forms to ePledge. Along with revamping the campaign after a year’s hiatus, Natasha was able to help answer employee questions and direct everyone through ePledge to a successful campaign.
- Ed Ulman and Alaska Public Media: Alaska Public Media rejoined working with UWA this year. The new Coordinator Faina Kronos not only took on the new position within Alaska Public Media but as the Employee Campaign Coordinator working with UWA as well.
- Laurie Butcher and Alaska Communications: Despite facing another year of working a hybrid work from home and in the office schedule, Alaska Communications was able to get a great participation rate from employees and closed out their campaign with \$56,945.16 in combined pledges and corporate gift. We so appreciate their continued partnership with UWA.
- All the Board members who attended the First Alaskans Institute equity training December 8-9.
- All the Board members who participated in Lindsay Hill conversation on equity, diversity, and inclusion on December 15. Lindsay’s presentation is now available on YouTube: [Equity, Diversity, and Inclusion: A Conversation with Threshold Philanthropy Co-CEO Lindsay Hill - YouTube](#)
- Veronica Reem for attending UWA staff holiday party.
- Finance and Executive Committee members for the extraordinary work supporting UWA’s fiscal action plan development and implementation.
- Strategic Planning Core Team for their continuous work and guidance: Alex McKay, Belinda Breaux, Walt Bass.
- Campaign Cabinet for their great work: Walt Bass, Mike Huston, Daniel Mitchell, Ed Ulman.

UWA will be sharing a document for Board’s review to prepare for the strategic planning work session to be held in February. It will include a summary of findings on community needs and stakeholder input on five transformational goals. The February work session will provide opportunities for the Board to have conversations on:

1. What are your thoughts and reactions to the findings from stakeholder input?
2. What is needed to address disparities identified in the quantitative data and stakeholder input and build equity in Anchorage?
3. Of the community priorities identified, which are UWA best suited to address and focus on?

4. Which functions are most important for UWA to provide?

Based on the results of this work session, UWA will prepare a draft strategic plan for the Board to review and revise. A working draft will be provided to the Board by mid-February. In March, UWA will convene a second work session to cover the following:

1. Review and revise draft vision, mission and values
2. Review and revise core functions
3. Review and revise goal statements and priorities

Please review the strategic plan document prior to the February work session.

Finance Committee Report:

Laurie Butcher reported that multiple months of financials are in the meeting packet for the Board to review. Financial statements are cumulative in nature; in November statement, cash and working capital are still very strong, campaign has started to come in, and ratios are positive. UWA management is working hard to remain focused on following the action plan and getting financials together. Aminata Taylor has resigned her position as CFO due to family matters but will be working part time through March. Clark Halvorson is very focused on recruiting for this position. The Committee conducted finance department assessment, and management came back with an action plan that includes a high-level view as well as day-to-day tasks. UWA has already put together additional resources to keep things moving, so the Board will continue seeing monthly financials on a regular basis.

Clark Halvorson shared that UWA has a completely new fiscal team; with that team, they do amazing work. The Finance Committee does amazing work as well. Action plan information is evolving and now includes the CFO position recruitment. UWA will be taking this information and putting it in the performance management tool and will share it with the Board as soon as it gets created.

President's Report:

Clark Halvorson thanked the Executive Committee for their support during the past year; the consistency that the Committee brought was so impactful during this challenging time. Natasha Pope will stay on as past Chair, and that provides some continuity as well.

Covid continues to be a real challenge; this year has required a lot of reporting on covid funding, and it continues to be a strain for UWA, but the fiscal team is keeping up. UWA continues to be an organization that works remotely for the most part. UWA has started staff trainings on stress and resiliency; as a team, we are looking how we can support work-life balance from a management standpoint. Covid is also having an impact on some of the key events – we are putting off Walk for Warmth, as well as Cradle to Career and 90 by 2020 celebration; strategic planning sessions won't be in person as well.

The great news is that campaign is doing very well – projected goal revenue was \$4.2M, and we are currently at about \$3.9M. UWA is confident it is going to exceed the projected goal. UWA has been fortunate to have an amazing Campaign Cabinet, chaired by John Sims, leading this effort. SHARE campaign had a renewed life, with Rasmuson Foundation match in place. UWA worked with the new Mayor and the Municipality to run public campaign. TOC Committee, chaired by Joe Everhart, has done an amazing work, with about \$1.1M raised to date, and the numbers are looking really positive.

A few more things UWA is doing from a management perspective include holding a training for UWA leadership team to discuss, among other things, how we build our skill set to support remote work. UWA is also working with the entire team with Arbinger Institute on understanding what our community goals and aspirations are, and how we become an even stronger team to support those goals.

UWA has been rent free for a long time, and this November will be the end of a two-year lease at the current location. UWA has been working on an option to co-locate with 2-1-1 and have some other nonprofits there as well to partner. It will be a great opportunity for UWA, and we are already talking with some nonprofit partners as well as the Municipality; this will allow us to put more dollars into community due to low rent.

In the meeting packet, there are project updates on the Restaurant and Hunger Relief program, ACA Navigator grant, and Home for Good. UWA will continue using these performance management tools to keep the Board updated.

In the packet, there is also a whitepaper on community fund investments that looks at UWA's current process, continuation funding. Over the past 10 years, UWA has been working with historic partners who demonstrated favorable community outcomes. The purpose of the funding was around maintaining ongoing programs; currently, UWA is funding 54 programs through 33 local agencies. These funds have always been tied to campaign. The hope for today's Board discussion is to address the following questions:

1. Does UWA's current continuation funding strategy serve to provide foundational partners ongoing fiscal support to participate in goal-based initiatives?
2. Is the lack of opportunity to have new partners funded outweighing the benefit of supporting ongoing historical partners, and is there an equity challenge?
3. How do we best set the investment level to be made in grant funding to partner organizations?
4. How do we best integrate consumer/community voice into investment design and delivery?

Board Discussion on Community Investment Funding:

Following the breakout groups discussion, the Board members shared the highlights of the conversations: public perception is of utter importance; wouldn't want the change to impact the number of donors during workplace campaign; hold back a percent of available funds for innovation; good time to revisit this (strategic plan rollout). With the new strategic plan, this will be a time to make some changes so that partner investments can best support the new goals/strategic focus. The current group of partners may not be the right investment portfolio once a new strategic path is clarified; this may be especially true in regards to equity focus. Currently, there is not an entry path for new organizations.

At the same time, there is some hesitancy to discontinue supporting current partners. One of the tactics proposed is taking a portion of the allocation amount and creating a new "Opportunity Fund" to invest in new partners; the Board suggested a 90/10 split or some variation of that, and perhaps a 3-year funding commitment as opposed to year-to-year. Regarding consumer/community engagement in the process, the Board recalled that several years ago, volunteers would go out for site visits to review the agencies, but that was quite laborious and time consuming.

Generally, the Board sees the value in continuation funding to offer some stability, but also notes that potentially, additional review, measurement, and matrix are necessary. Financial liability is part of UWA's existing process; it is essential to know that investments being made are aligned with UWA's goals. The Board also discussed an importance of involving community voice. Continuation funding doesn't necessarily have growing capacity; it is important to think about the process to figure out how the funded organizations grow their capacity, particularly in the situation of limited funding.

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

Next Board meeting: February 16, 2022