

**United Way of Anchorage
Board Meeting
May 18, 2022, 4-5:30 p.m.
777 Juneau Street and Zoom**

Members Present (13): Walt Bass, Belinda Breaux, Laurie Butcher, Bill Falsey, Charles Fedullo, John Finley, Jordan Marshall, Alex McKay, Rachel Norman, Natasha Pope, Susan Parkes, Veronica Reem, David Wight

RSVP Regrets (7): Greg Deal, Mike Dunn, Mike Huston, Dick Mandsager, Daniel Mitchell, Beth Stuart, Ed Ulman

Staff Present: Clark Halvorson, Rachel Morse, June Sobocinski, Nina Makarova

Call to Order: Bill Falsey called the meeting to order at 4:06 p.m.

CONSENT AGENDA

David Wight moved to accept the consent agenda (April 20 meeting minutes and December-March financials) as presented, Susan Parkes 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.
- Laurie Butcher, Daniel Mitchel, and Beth Stuart for participating in the CFO interview process.
- Audit Committee members Beth Stuart and Natasha Pope, as well as Chair Frank Paskvan, a former Board member, for getting together on a short notice to review the draft audit report.
- Campaign Cabinet members – the group met today to kick off another amazing campaign year: Walt Bass, Mike Huston, Daniel Mitchell, Ed Ulman. UWA is excited to build upon the success of last year.

2022 UWW Membership Certification

Each year, UWA completes the UWW membership certification. This certification shows UWA's essential practices and areas of compliance. The information is confidential and is only shared with UWW staff. Last year, we had a number of areas around equity, diversity, and inclusion where we needed to see growth. UWA's new strategic plan and updated mission and vision statements brought us into compliance with the expectations of UWW. Board members are asked to review the certification form included in the meeting packet and let Bill Falsey or Clark Halvorson know if there are any questions or concerns. UWA is required to share this information with the full Board and both the Board Chair and Chief Executive Officer must sign and submit this form by the end of June.

CFO Recruitment

UWA is nearing the end of interviews for the second round of CFO recruitment. There were several great candidates, and UWA is in the final stages of reference checks. It is expected that management will be making a decision in the next week. If we are not able to identify our next CFO, we have a contract in place to begin a national recruitment through The Foraker Group.

Finance Committee Report:

Laurie Butcher extended kudos to Sioux-z Marshall for not only completing the financials on time but also being a real time resource to answer questions and address the Finance Committee's concerns. Action plan is predominantly focused on a couple of areas, including getting financial statements in front of the Board. From a training and reconciliations perspective, UWA still has some things to follow up on; from a timeframe perspective, we are progressing. CFO recruitment is underway.

One of UWA's most important and visible roles in the community is to provide yearly allocations to a cadre of vetted health and social services organizations. The UWA team supports positive change in our community by understanding our community's greatest challenges and opportunities, creating community will to make change, engaging our neighbors, and investing in our partner organizations. In its business model, UWA said that we not only mobilize dollars but also invest those dollars most strategically for community changes. UWA set the following objectives to make those revenue investment decisions:

1. Ensure that the effort to make investment decisions by both UWA and partners is spent on what matters most, and reduce overall the level of effort to make those decisions.
2. Support partners' capacities for program work through continuation of partner awards practice.
3. Maximize UWA investments (from all sources of funding) in the most strategic, connected activities that will help achieve goals, whether the activities are done by UWA internally or by the other partners.
4. Use investment, resource development, and leadership practices to encourage collective behaviors by multiple system partners.

FY'22 approach is to maintain current streamlined application process available to historic partners who maintain sound finance and operations floor and demonstrate program outcome capability. Over the last several years, our partners preferred pro rata distributions rather than having competitive processes. The purpose of community fund partner investments is to help maintain foundational partners' ongoing work and capacity to participate in goal-based initiatives. Workplace campaign revenue permitting, investment level is tied to a baseline set several years ago. Overall, investment level is tied to workplace campaign results less designations, expenses, and shrinkage.

52 programs in 33 agencies meet threshold operations criteria for streamline application this year (one agency and program ceased doing business within the Municipality of Anchorage and two agencies dropped programs). All agencies are eligible for continuation funding. Total continuation funding included in the FY'22 budget is \$1,170,000. Finance Committee confirmed that \$1,170,000 is available for FY'22 partner investments from the workplace campaign. Executive Committee recommends that the partner investments maintain the FY'22 budget allocation of \$1,170,000. Susan Parkes moved to approve the partner investment

recommendation as presented, Charles Fedullo seconded, and the motion carried unanimously. Jordan Marshall abstained due to conflict of interest.

UWA management is developing a draft FY'23 budget based on status quo as compared to the FY'22 budget and will be working with the acting/new CFO and the Finance Committee over the next couple of months to develop a final draft to present to the Board in August. The Board will be on break in June and July, and will be asked for approval of the budget at the August Board meeting. The Board is being asked to consider the authorization for UWA to continue operations under the FY'22 budget assumptions during the months of July and August. Total expenses include \$1,137,498 for program services, \$174,612 for fundraising, and \$117,034 for management and general. David Wight moved to approve the spending authority in July and August, Alex McKay seconded, and the motion carried unanimously. Jordan Marshall abstained from voting due to conflict of interest.

Audit Committee Report:

Natasha Pope reported that the Committee met on May 13 and reviewed the draft audit report, financial statements, and letter to the Board; huge kudos to Chair Frank Paskvan, a former Board member. Altman Rogers provided an overview of the report, and management provided the corrective action plan. Auditors did not identify any transactions that were not in guidance or consensus. The Committee went over reconciliations and exchanges; did not have disagreements. The things that were not corrected by management were explained; as UWA works through the action plan, we expect that to be cleaned up.

UWA should expect to see future changes on leases – the Committee discussed potential impact down the line. The Committee had a good discussion about the strategic expectations for the audit going forward. In terms of controls, there was a substantial amount of Covid-19 funding, and the Committee is quite pleased with what was reported out. The Committee accepted the draft report and discussed next steps – management is getting several corrections and updates resolved. Management was also instructed to make sure the financial statements are reconciled. Final version of the audit report should be available around May 25. Chair Frank Paskvan will attend August Board meeting and present the final audit report for the Board's approval.

President's Report:

Clark Halvorson provided updates on UWA's current work and projects.

Health Navigators

Health Navigators built the team from 1 to 10 and developed a great new partnership with ANTHC. We continue to see real growth in the work that we are doing. Through this program, UWA is going to take a big bite out of the uninsured Alaskans number.

Hunger and Restaurant Relief

Hunger and restaurant relief program is continuing. UWA received another \$300,000 through the Alaska Community Foundation (that work starts at the end of the month), and another \$500,000 in the capital budget out of Juneau. This an exciting program, a win-win-win for all.

Cradle to Career

In Cradle to Career, months of work building up to the big launch event on May 22, with several delays with the rollout due to Covid-19. Together with our partners, we've achieved some amazing outcomes in the education area so far:

- Community support to over 1000 high school students
- Supports and enrichment to students at 14 low-income schools; those students' attendance rates were 10% higher than other students
- Increased distribution of children's books and materials, as well as events in low-income neighborhoods (99,307 books in the hands of our kids)
- Changed community norms by raised community awareness of the graduation rate and the importance of education
- Played a part in increasing the graduation rate from a low of 59% in 2005 to 88.1% in 2020

At the foundation of Cradle to Career, we focus on equity and seek to eliminate disparate outcomes in education. Our vision is that Anchorage is a community where all children can reach their full potential. Our goals are: children are prepared to be successful when they enter school; children read proficiently by 3rd grade; and youth graduate high school life-ready. We do the work by:

- Bringing unrepresented community voices into policy, program, and resource decisions to ensure equitable access to information, services, programs and opportunity.
- Developing systems to provide equitable supports to children and families every step of the way.
- Promoting all aspects of children's learning with special emphasis on the critical determinants of physical and mental health.

Health Communities Grant Program

We've talked about healthy communities grant program challenges in the past, and wanted to highlight a little bit of success so far. Total funding available is \$3,682,417. Health equity activities include \$340,000 for Covid-19 tests purchase and \$3,066,236 for program and vaccination activity funds. Healthy communities funding program includes:

- Vaccination/testing clinics
- Health clinic services – Anchorage Project Access, Mountain View Health Services, Identity clinic
- Health fairs, community events (i.e., Juneteenth)
- Webinars to increase tools for holding difficult conversations
- Language translation – Spanish, Native Alaskan, Polynesian community and many more through the partnerships
- Media advertisements for vaccination – social media, TV, radio
- Alaska Public Media – Talk to Your Neighbor series
- Telemundo – advertisements and information

Partnerships formed between the grantees include Alaska Coalition of BIPOC Educators, Anchorage Project Access, King Tech High School, Pacific Community of Alaska, Polynesian Association of Alaska, Sol de Medianoche, Alaska Children's Trust, Alaska Humanities Forum. As next steps, Anchorage Assembly has issued a call for proposals for round two of the American Rescue Plan Act (ARPA) funding for \$50 million to be transferred from federal

government to Anchorage in May 2022. Proposed healthy communities' continuation (Phase 2) includes \$3 million in grant funds to support ongoing education, vaccine advocacy, health services to respond to future variants of Covid-19 or increases in infections. A less restrictive funding source will allow smaller non-profits more flexibility. UWA is partnering with The Foraker Group to provide an intensive technical assistance resource for small/grass roots organizations who are directly in touch with BIPOC communities to build capacity for future response to emergencies and disasters.

Campaign Review and Planning:

Rachel Morse shared an overview of CANDO (Campaign Analysis Now Developing Objectives). CANDO is a process that happens at the same time every year, in April, for consistency purposes. The numbers presented today are not quite final campaign numbers yet. One of the major things UWA saw is the difference in giving before and after covid. Campaign has been in steady decline for a few years now, and UWA is looking into trends. Unaffiliated designations went way up during covid, and UWA needs to do more analysis on that – what does that tell UWA about campaign giving during covid and post the beginning of covid? For budgeting purposes, UWA looks at how much it can designate to community service partners, as well as operating expenses.

Of all the donors who give to UWA, leadership level donors are the ones who usually give unrestricted funding in big numbers; the amount drops further down the giving tree. The majority of unrestricted gifts come from donors giving \$10,000 or more. If we look at donor giving in terms of longevity, with loyal donors giving 10 years or longer, the percentage of RUM shows that those donors who have been giving the longest, give the most in unrestricted gifts. It is important to look at how donor behavior is changing so that UWA could track the unrestricted dollars. Clark Halvorson noted that one of the goals in the new strategic plan is using and sharing data to drive measurable community change, and this is certainly the first step toward that goal.

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

Next Board meeting: August 17, 2022