

**United Way of Anchorage  
Board Meeting  
October 17, 2018, 4 p.m.  
Wells Fargo Conference Room**

**Members Present (15):** Darlene Gates, Ed Ulman, Jordan Marshall, Jay Butler, Beth Stuart, Dick Mandsager, Kitty Farnham, Susan Parkes, Mike Dunn, Michael Huston, Greg Deal, Natasha Pope, Charles Fedullo, Brad Spees, Belinda Breaux

**RSVP Regrets (11):** Geoff Lundfelt, Joe Marushack, Bill Falsey, Janet Weiss, Rick Fox, Laurie Butcher, David Wight, Alexandra McKay, Teri Nienhaus, Frank Paskvan, Jack Sheppard

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

**CONSENT AGENDA**

Beth Stuart moved to accept the consent agenda (September 19 meeting minutes and August and September financials) as presented, Natasha Pope seconded, and the motion passed unanimously.

**AGENDA ITEMS**

**Executive Committee Report:**

Susan Parkes offered kudos to:

- Dick Mandsager, for the great article about him as he joined the Rasmuson Foundation as its first Senior Fellow.
- To Elizabeth Miller, for her 30 years of service to United Way.
- To Joe Marushack, for his UWA ad in the Alaska Journal of Commerce and for serving on the Anchored Home Leadership Council.
- Jay Butler, for his appointment as Commissioner for the Alaska Department of Health and Social Services.

**Finance Committee Report:**

Beth Stuart reported that the finance dashboard is all thumbs up. The annual audit will be completed in November.

Due to staff and Board officer changes, Beth Stuart introduced resolutions on Account Administrator Authorization, Gaming Permit, and Check Signing Authorization. Ed Ulman moved all three resolutions, Mike Huston seconded, and the motions passed.

**Workplace Campaign Update:**

Elizabeth Miller reported that as of October 17, \$2.2 million has been raised, which is 37% of our \$6 million stretch goal. Included are 22 Tocqueville donations totaling close to \$400,000. Tocqueville chairs Patrick Flynn and Tina Grovier are working with team members including Board member Rick Fox to reach out to new prospects and renewing members. David and Carla Wight will be hosting the Tocqueville reception at the home of Ken and Pat Thompson on November 8.

As usual, very few campaigns are complete, but a bright spot is that Conoco Phillips Alaska raised \$1.3 million, its highest amount ever. Interestingly, the participation rate in CPA was down 20%, but donation amounts were up. Other accounts include:

- BP Alaska is down \$100,000 from the same time last year.
- Costco's campaign has raised more money than last year and is still going strong.
- Alyeska and Wells Fargo campaigns are projected to be lower than last year.
- Northrim Bank and Exxon just started their campaigns.
- GCI is about to kick off.
- Two new accounts, Mattson and Price Gregory.

### **Anchored Home Initiative Update:**

Dick Mandsager reported that after extensive planning and public discussion, a community plan to make homelessness rare, brief, and one-time, called Anchored Home, is launched. It addresses community needs and builds the foundation to address larger socioeconomic factors.

The plan Anchorage is pursuing has been used across the country, and some cities are getting close to functional zero, which is the amount of available beds for the homeless are more than the demand for the beds. Dr. Mandsager also noted that functional zero is very close to being achieved with the veteran population, and getting closer for homeless families. The hardest population to address will be the chronically homeless.

The work will center on four pillars: prevention and diversion, housing and support systems, public health and safety, and advocacy and funding. The prevention and diversion pillar, which is being coordinated by the United Way of Anchorage, seeks to strengthen Anchorage's community-based services to better identify and support individuals and families who are at imminent or probable risk of experiencing homelessness. The Anchorage Coalition to End Homelessness will spearhead the housing and support system pillar to build and maintain a robust and coordinated system of housing, case management and other supports adequate to house the people who need it, with connections to meaningful work and community. The Municipality of Anchorage will lead the public health and safety work to address encampments and other related health and safety issues through resource allocations and policy improvements to adequately address unsheltered people and reduce common-use space conflicts. The final pillar is advocacy and public funding to build public will to achieve a functional zero in homelessness and securing the necessary resources. It is led by an Anchorage Homelessness Leadership Council.

The August to August Point-in-Time count comparison in Anchorage (a snapshot of homelessness collected at one-time each year, on the same day) indicates an 18% reduction. However, the percentage of people who returned to homelessness remains too high.

### **Permanent Supportive Housing/Pay for Success Funders, Investors, and Payors:**

Dr. Mandsager and Dr. Monica Gross reported that the first clients in permanent supportive housing will be served in early 2019. These are people who suffer from chronic homelessness and significant mental health issues and are "super-utilizers" of services, such as emergency rooms, shelters, police, etc.

The Pay for Success (PFS) financial model is about measurably improving the lives of people most in need by driving government resources towards more effective programs. This is the first project of

this kind in Alaska and is an opportunity to address the challenges of homelessness by expanding permanent supportive housing through an evidence-based approach. PFS will focus on defined outcomes, use data to inform decisions, tie payments to performance and apply strong measurements in order to be successful.

The funding will come from private funders/impact investors to start the project, putting capital in place for non-profit intervention providers to provide housing and services. An RFQ was issued for housing and service providers. Eleven service providers and four housing providers responded and will be renewed. The housing will be in a mix of scattered and single sites and be mindful of community-wide distribution.

If the agreed upon outcomes are achieved, then payors (who are often government) will repay the private funders. For this PFS project, payors being solicited include:

- Municipality of Anchorage, paying for housing stability - \$4.5 million.
- Department of Corrections, paying for less jail time and bed days - \$5.5 million.
- Health providers, paying for some health outcomes - \$6 million.

After the initial pilot program funding, the hope is payors will maintain the effort because outcomes are being achieved.

#### **Ad Hoc Pay for Success Intermediary Committee Update:**

The ad hoc PFS Intermediary Committee has been discussing what role United Way of Anchorage should serve in the intermediary organization that manage the work, what are the outcomes UWA hopes to achieve organizationally, how to minimize risk, how to best apply UWA's skill sets and/or develop capacity, and how to best partner with others who have the right skill sets to advance the work, such as Social Finance. The committee also started discussions on possible legal structures, such as an LLC, the membership and management of any LLC formed, and potential contractual relationships with partners. The committee and will be bringing recommendations to Board in December.

Motion to adjourn was made by Jay Butler, seconded by Jordan Marshall, and unanimously approved.

Next Board meeting: December 5, 2018.