



United  
Way



United Way of Anchorage

*Working*  
**TOGETHER**  
*Inspiring*  
**HOPE**  
*Improving*  
**LIVES**



Dear Friends,

United Way of Anchorage – sixty years old! Starting 3 years even before statehood, United Way began bringing neighbors together to create a city of opportunity and hope.

In 1956, Anchorage was growing rapidly. People were moving from rural Alaska and the lower 48 looking for a new start, an opportunity, an adventure. Alaskans have a long history of supporting each other and creating community. Our Alaska culture blends independence and self-sufficiency with neighborliness and a spirit of mutual helpfulness.

When our Alaska pioneers needed to raise a community center or a school in their communities, the whole community pitched in and made it happen. Even individuals needing cabins would turn to neighbors and friends, and the favor would be returned in short order, often accompanied by a “raising the roof” party.



With a growing influx of newcomers, visionary Lucy Cuddy, and her family and fellow community-spirited friends, set out to ensure that Anchorage prospered as a city of opportunity, and that Anchorage remained a compassionate city for those who were struggling, and those who had lost hope.

From those early days, as we have grown into a far larger, more complex community, and a cash-based economy, we continue the spirit of neighborly helpfulness through philanthropic giving to promote the community’s well-being. For sixty years, it has been you, our community investors who step up to solve tough issues, provide help and inspire hope by working together. Some things are so powerful, they don’t change and our partnership in creating a thriving Anchorage is one of those things.

The foundation for a better life, and the American dream, has always been a quality education that leads to a stable job, enough income to support a family, a safe and stable home, and good health. But as much as some things stay the same, some things are destined to change. The changes in society have made it more challenging for everyone to have the opportunities to grasp those foundations for a self-sufficient, productive life. We had to adjust to those complexities as well.

More than 10 years ago, we decided that it wasn’t enough to provide support for needed services, we wanted to change the conditions that caused the need for those services.



We wanted to get at the root source of our social issues and instigate meaningful, lasting change. Change in how we do our work and change in community conditions. It was too large and too important an endeavor to take on alone. It had to be a team effort, requiring the support and commitment of many like-minded visionaries.

2016 was a tough year. Belts tightened, anxieties heightened, and for many working families, the basic ingredients for a good life – health, education and financial stability – became increasingly out of reach. Not deterred, we stayed determined and found new ways to solve problems, to do more with less, to reach as many in need as possible. You’ll find examples in the pages of the annual report.

Over the years, the powerful, life-changing force you created to improve our community and people’s lives has shown that together, united, we can do more than any of us could accomplish alone. Today, with our many community partners and you, our donors, we are merging the power of compassion with the force of focused action. Action that stems from understanding the big picture, because long-lasting changes can only occur when we know where we stand. Action that unites around a shared community vision. Action that pools our resources. Action that gets to the heart of the matter because more people will be helped when the underlying cause of a problem is solved or eliminated.

We call it living united and there is a role for everyone to play. Without you, there is no opportunity for lasting change. United we fight. United we win. Thank you!

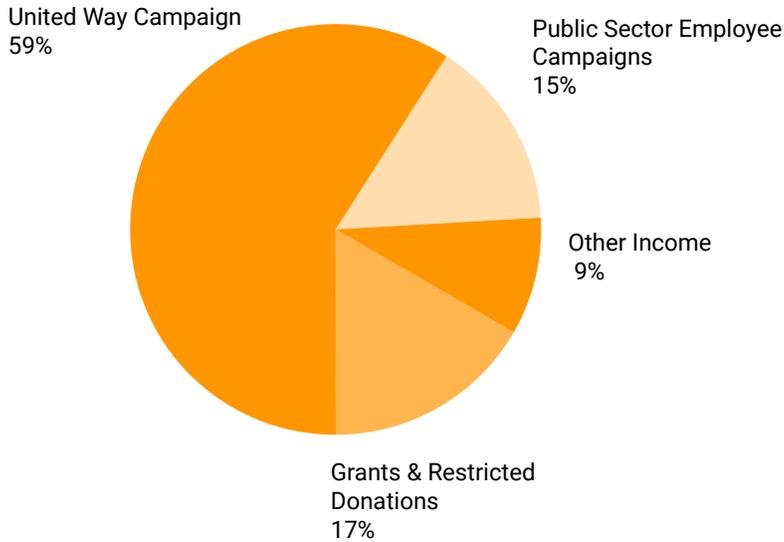


**Michele Brown**  
**President**  
**United Way of Anchorage**



# Financials: Fiscal Year Ended June 30, 2016\*

## Source of Funds



## Source Totals

Grants & Restricted Donations	\$ 1,593,803
United Way Campaign	\$ 5,653,196
Public Sector Employee Campaigns	\$ 1,438,916
Other Income	\$ 884,524
<b>Total Funds Generated</b>	<b><u>\$ 9,570,439</u></b>

## Use of Funds

### Use Totals

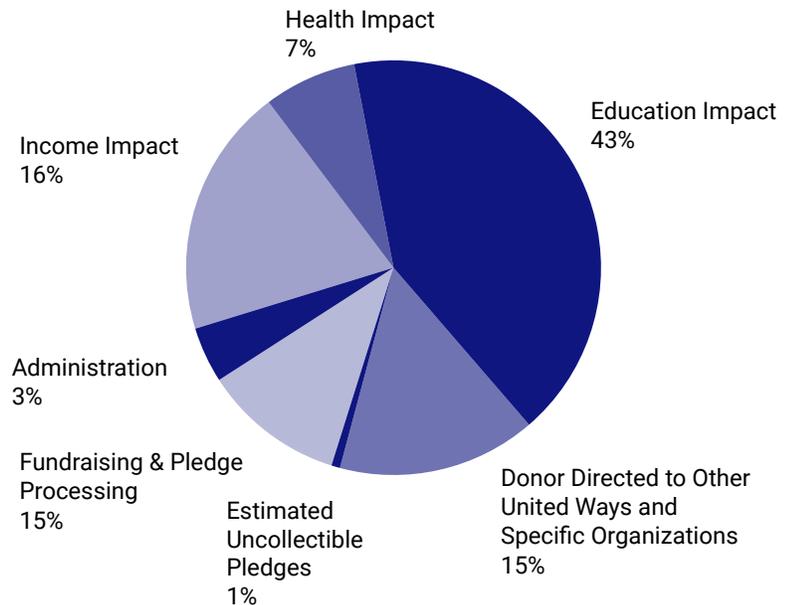
Education Impact	\$ 4,462,392
Income Impact	\$ 1,622,848
Health Impact	\$ 713,144
Donor Directed to Other United Ways & Specific Organizations	\$ 1,545,480
Estimated Uncollectible Pledges	\$ 99,677

**Total Funds Devoted to Improving Lives** **\$ 8,443,542**

Fundraising, Pledge Processing	\$ 1,526,166
Administration	\$ 349,167

**Total Use of Fund** **\$10,318,875**

Beginning Net Assets - \$8,367,326  
Ending Net Assets - \$7,618,890



\* United Way of Anchorage charges a 13% designation processing fee for pledges made through the United Way of Anchorage Campaign. However, no designation processing fee is charged for pledges directed to our sister United Ways in Alaska. No fees are charged for pledges received through other United Ways or public campaigns including the Combined Federal Campaign. The cost of administering the public campaigns, including the Combined Federal Campaign, are recovered from those campaigns after the approval of the governing boards. United Way of Anchorage does not charge a fee to become a member agency or to retain membership status.

NOTE: To view the unqualified audit report for year ending June 30, 2016, visit us online at [www.liveunitedanc.org](http://www.liveunitedanc.org)

# In 1956, eighteen amazing community dynamos organized the United Good Neighbor Fund and raised \$269,048 to improve lives and build a stronger Anchorage for everyone.

Flash forward 60 years...our focus and commitment has not wavered, but the complexity and scale of issues, and the ways to improve lives and our city, certainly have. The consistent operative word throughout the past 60 years is **"UNITED"** – joining with partners throughout Anchorage and you, our loyal donors, to keep our finger on the pulse of the community, build collaborations, be accountable for results, and tackle the hardest issues that matter most – homelessness, high school graduation, access to health care and family financial stability.

## From Supporting Programs to Reaching the Right Kids at the Right Time

From the start, United Way has been committed to ensuring that children and youth prosper, supporting services from early childhood development to afterschool enhancement, to keeping kids off drugs, out of gangs and alcohol free.

Where there was a challenge, a road block, an issue keeping our kids from succeeding, United Way was there – gathering partners, finding solutions, getting things done – in the neighborhoods and schools where help was most needed.

United Way of Anchorage has evolved from funding services to very intentionally connecting the right supports to the right kids at the right time. We have built a cradle to career strategy that focuses on the milestones that predict success on the road to graduation.



**"THIS DISTINCTLY AMERICAN CREATURE HAS MADE IT POSSIBLE FOR THOUSANDS OF OUR PEOPLE TO SERVE AND BE SERVED THROUGH PARTICIPATION IN MANY AGENCIES OF GOOD WORK AND GOOD WILL."**

*Richard Gay, President  
United Way of Anchorage  
1968*

**15,806**  
Number of youth  
who participated in  
positive community  
programs

- 1956** United Good Neighbor Fund is organized. First Campaign Chair is Lucy Cuddy.
- 1959** Alaska achieves statehood.
- 1961** The organization incorporates under the name Greater Anchorage Community Chest.
- 1963** Almost 50% of Campaign dollars comes from federal agencies.
- 1964** Earthquake hits Anchorage. Mayor Sharrock loans the Anchorage Visitor's Center cabin to United Way for Campaign Headquarters.
- 1967** North America's largest oil field discovered at Prudoe Bay.
- 1969** United Way name and symbol unveiled in Washington, DC.
- 1974** Name changes to United Way of Anchorage.
- 1975** Construction begins on the Trans-Alaska Pipeline System.

**PLUS School students receiving 2 or more supports had 10% better attendance**

In 1956, Anchorage's population was around 60,000. Today, that is approaching the number of people who are homeless, at risk, or financially struggling to stay housed. Fifty percent of the children in Anchorage qualify for free lunch programs and thousands of families cannot afford basic necessities. As our city has grown, so has the need – and United Way has been there.

As the reality of an increasing homeless population came to the forefront, United Way and our partners joined to plant a stake in the ground to build a client-centric networked system to end chronic homelessness, not just making homelessness a little less miserable, but making homelessness as rare and brief as possible.

From funding many organizations that provide services, to distributing federal funds for the Emergency Food and Shelter Program, to co-chairing the Project Homeless Connect event, to coordinating Thanksgiving Blessing and GIFT at Christmas, United Way has tried to help people with their basic needs and keep them housed.

**21,605**  
Number of people receiving prevention services and/or income boosts to remain warm, housed and fed

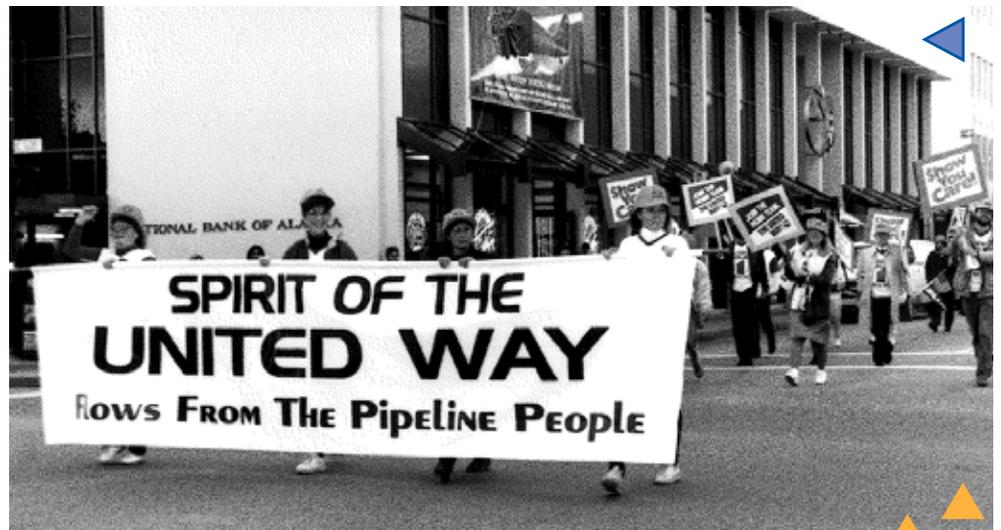
**Your support of these efforts is impacting the lives of thousands of people everyday and we are just getting started.**



Working with providers, businesses, government and others as backbone of the 90% by 2020 Partnership, we are promoting the importance of attendance, ensuring children are kindergarten ready, kids are reaching 8th grade math proficiency and are on track for credits by 9th grade. We have seen high school graduation rates soar to 80%, up from 59% in 2005. Moving forward, we will be expanding our efforts to reach more kids who are struggling, and ensure they get back on track and stay there through graduation.

### Being There When Our Neighbors Are in Need

Assisting our neighbors to stay warm, housed and fed has always compelled our action.



The Trans-Alaska Pipeline is completed. Jim Barnett creates the first Campaign on the North Slope.

United Way offers Board Training for statewide nonprofit Boards of Directors.

Volunteer Services put in place. Mid-80's economic crash brings oil company layoffs.

AFL-CIO Community Services Liaison joins United Way staff.

1977

1978

1982

1983

1984

1985

1988

1989

Over \$1M raised in Campaign for the first time. Campaign Chair is Howard Slack of ARCO.

United Way begins distributing federal funds for emergency food and shelter programs.

\$3M raised in Campaign.

Exxon Valdez Oil Spill – oil prices drop, banks fail, property values plummet. One out of every two people in Anchorage received benefits from a United Way agency.



**\$1M+**  
 Amount saved in tax preparation fees by 5,400 vulnerable Alaskan households thanks to over 60 volunteers

**"I APPLAUD AND APPRECIATE THE WORK OF UNITED WAY AND ITS COMMITMENT TO COMMUNITY PARTNERSHIPS TO MEET THE NEEDS OF ALASKANS. FROM VISION TO ACTION, UNITED WAY HAS BEEN A LEADER IN FINDING NEW SOLUTIONS TO OLD PROBLEMS. ALASKA IS A BETTER PLACE THANKS TO THE UNITED WAY TEAM."**

*Fran Ulmer  
 Lt. Governor  
 1999*

Since 2008, a family emergency cold weather shelter system has been in place thanks to the tireless work of churches, volunteers, the Municipality and many others to ensure no children slept in cars or tents during the coldest months of the year. As a member of the Anchorage Coalition to End Homelessness, United Way has worked to support moving individuals and families into permanent housing quickly and getting them the additional supports they need to become stable and get back on their feet.

With our partners, we assist those who are financially struggling through free tax prep services that save thousands of dollars in fees and bring in millions in refunds, giving many a lifeline when they need it most. Assistance with budget coaching, credit counseling, affordable bank accounts, and savings plans provides them with the information and resources to get their finances on track for a brighter future.

With your support, lives are changing as we work together to ensure our neighbors are housed and receive the help they need to build a stable life here in Anchorage.

**6**  
 The number of past winters in a row that no child has had to sleep outside in the cold

**Providing Access to Healthcare in a Multitude of Ways Throughout the Years**

Access to healthcare is key to quality of life for everyone and United Way has been on the forefront for decades, working to ensure Anchorage residents get the care they need.



- 1991** First time \$5M raised in Workplace Campaign. Campaign Chair is Rick Mystrom.
- 1993** Tocqueville Society launched by United Way President and CEO Dennis McMillian.
- 1994** Over 400 companies run Workplace Campaigns in Anchorage. Inaugural Day of Caring.
- 1995** Anchorage Healthy Futures Project, Mountain View Task Force and Alaska Community Foundation launched.
- 1996** United Way raises \$7M.
- 2000** Foraker Group spun off providing shared services to other nonprofits.
- 2001** Success by 6 building opens in Mountain View.
- 2002** First Community Needs Assessment completed. Access to Health Care Coalition formed.

*When your contributions – of time, money or talent, no matter how large or small – are combined with the efforts of others, our impact is greater than we could have ever imagined.*



**“UNITED WAY IS A LEADER IN CONNECTING PEOPLE AND RESOURCES TO BUILD A BETTER COMMUNITY.”**

*Ernie Madsen  
2001*

From the Anchorage Healthy Futures Project, Access to Healthcare Coalition and Anchorage Project Access to Alaska Mission of Mercy and the ACA Navigator Grant, we continue to look for ways to improve the health of our community.

These efforts take many shapes and forms – transportation to medical appointments, health issue screenings, health care visits to dentists, doctors, emergency room and mental health services, specialty medical care to low income patients through volunteer medical providers, community drug discount cards, and information and guidance in navigating health insurance options, tax credits and sign up.

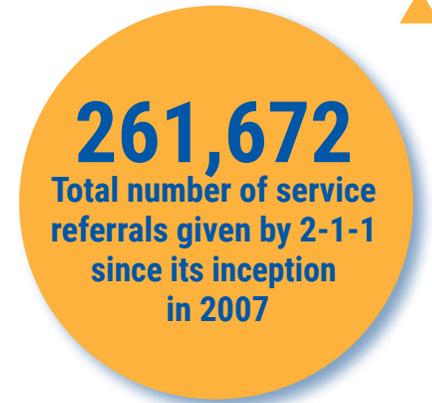
### Connecting Alaskans to Help for Decades

United Way has been committed to providing access to health and social resources for more than 20 years. Every hour of every day, an Alaskan needs these essential services and Alaska 2-1-1 is there to help via phone support or [www.Alaska211.org](http://www.Alaska211.org). Alaska 2-1-1 provides free, confidential assistance to Alaska residents in over 170 languages via trained Certified Information and Referral Specialists.

In addition to the searchable database on the website and the after-hours message service, both available 24/7, in 2016 Alaska 2-1-1 launched an app for Android and Apple devices to expand access to even more Alaskans.

Alaska 2-1-1 not only provides critical information to those needing help, it is also a key source of data for policy makers and professionals providing a real-time barometer of community strengths and areas of need within the health and human services sector.

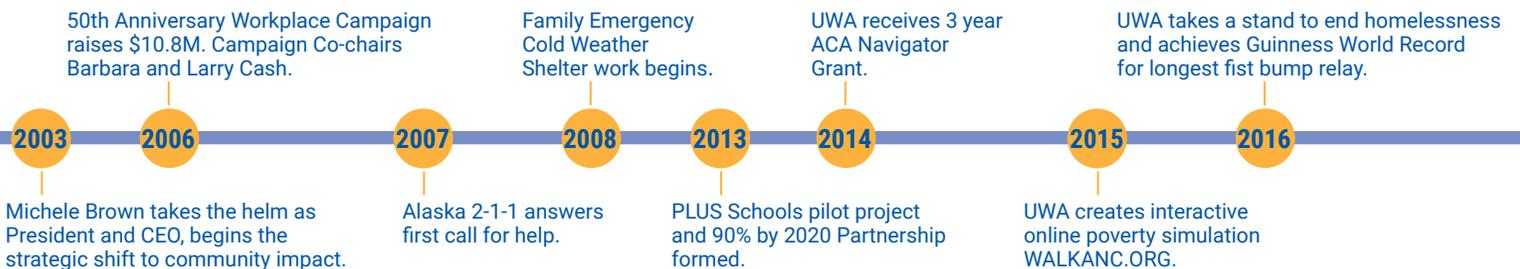
Getting people connected when and where they need it, help starts here.



**For 60 years**  
we have broken new ground, bringing hearts, minds and resources together to change lives for the better.

**Together, United, we will make Anchorage a place where everyone thrives, not just today, but for generations to come.**

**2,800+**  
people received education and enrollment support from United Way Healthcare Navigators





United Way of Anchorage

## Board of Directors

The United Way Board of Directors sets the compass for our focus and direction. They are volunteers, Anchorage community members just like you, committed to improving our community.

## Executive Committee

<b>Chair</b>	<b>Joe Everhart</b>	<i>Wells Fargo Bank</i>
<b>Vice Chair</b>	<b>Susan Parkes</b>	<i>Alyeska Pipeline Service Company</i>
<b>Treasurer</b>	<b>Keith Hand</b>	<i>Community Volunteer</i>
<b>Secretary</b>	<b>Jordan Marshall</b>	<i>Jordan Marshall</i>

## Directors

- Mike Abbott**, Municipality of Anchorage
- Belinda Breaux**, Alyeska Pipeline Service Company
- Laurie Butcher**, Alaska Communications
- Jay Butler**, State of Alaska, Department of Health and Social Services
- Dan Clark**, ConocoPhillips Alaska, Inc.
- Kitty Farnham**, Catalyst Consulting
- Charles Fedullo**, Strategies 360
- Rick Fox**, Edison Chouest Offshore
- Katherine Jernstrom**, The Boardroom
- Dick Mandsager**, Providence Health & Services Alaska

- Joe Marushack**, ConocoPhillips Alaska, Inc.
- Frank Paskvan**, BP Alaska
- Natasha Pope**, First National Bank Alaska
- Ann Penniston\***, Emerging Leaders Co-Chair
- Cory Quarles**, ExxonMobil
- Jack Sheppard\***, Walsh Sheppard
- Beth Stuart**, KPMG
- Janet Weiss**, BP Alaska
- David Wight**, Community Volunteer

\*ex officio

## Executive Leadership Team

- Michele D. Brown**  
*President & Chief Executive Officer*
- Sue Brogan, CVA**  
*Vice President, Income/Health Impact*
- Len Lambert**  
*Chief Financial Officer*  
*Vice President, Finance & Administration*
- Elizabeth Miller, CFRE**  
*Vice President, Resource Development*
- June Sobocinski**  
*Vice President, Education Impact*



## Connect with us

United Way of Anchorage  
701 W. 8th Avenue, Suite 230  
Anchorage, Alaska 99501  
907.263.3800

[www.liveunitedanc.org](http://www.liveunitedanc.org)

