

**United Way of Anchorage
Board Meeting
August 15, 2018, 4 p.m.
Wells Fargo Conference Room**

Members Present (19): Mike Abbott, Joe Maruschack, Frank Paskvan, Alexandra McKay, Gregory Deal, Dan Clark, Michael Huston, Bill Falsey, Charles Fedullo, Geoff Lundfelt, Jordan Marshall, Laurie Butcher, Natasha Pope, Dick Mandsager, Ed Ulman, Beth Stuart, Rick Fox, Teri Nienhaus, Brad Spees, Rick Fox

RSVP Regrets (10): Kitty Farnham, David Wight, Jay Butler, Mike Dunn, Belinda Breaux, Darlene Gates, Susan Parkes, Janet Weiss, Alyssa Bish, Jack Sheppard

Call to Order: Dan Clark called the meeting to order at 4:00 p.m.

CONSENT AGENDA

Natasha Pope moved to accept the consent agenda (May 16 meeting minutes and May financials) as presented, Geoff Lundfelt seconded, and the motion passed unanimously.

AGENDA ITEMS

Executive Committee Report:

Dan Clark extended kudos to:

- Charles Fedullo for presenting at the Zoo leadership picnic and sharing why he believes in UWA.
- Greg Deal for holding a Power Coffee with the Emerging Leaders.
- Jay Butler and Dick Mandsager for appearing on Alaska Public Media's *Line One: Your Health Connection* in an episode titled "[Housing for Health](#)".
- Belinda Breaux for attaining the rank of grandmother to an adorable little girl, Shelby.
- Kudos to Laurie Butcher and Brad Spees for their recent assistance in unsnarling a telecommunications problem with the Alaska 2-1-1 operation.

Dan Clark announced he is being reassigned and stepping down as Chair. Susan Parkes will assume the Chair for the remainder of 2018. Call for interest to serve as Vice Chair/Chair elect.

Finance Committee Report:

Beth Stuart noted the ongoing search for a CFO, since the new CFO did not work out. Looking at different strategies to recruit new and different talent, and to manage the work in the interim. Former CFO will work part-time remotely to assist.

Communications:

Cassandra Stalzer, Senior Director for Communications, described the scaling up of more original content production: the president's blog, photo and video content. That content is coordinated through social and email marketing to test content, timing, titles, author names, delivery times, and audience segmentation to determine what increases engagement. Year to date web traffic is up nearly 40% over the same period last year. UWA's single biggest spike in web traffic occurred June 25 when the first President's Blog was posted. The July newsletter has an open rate of 46% (or around 1,650 people) compared to May's 14.9% (about 1,000 people).

Alaska Business Monthly is running digital ads promoting corporate giving to our 90% by 2020 campaign.

Communications is working with Spawn on a “design thinking” effort to inform how UWA will structure our “communications and relationship funnel” to create delight among investors and volunteers

Resource Development:

Elizabeth Miller, Vice President of Resource Development, reported that the fundraising goal is \$6 million dollars, an 8% increase, or \$500,000 over last year. If all companies represented on the UWA Board of Directors would raise 5% more in their campaigns, that would get us 30% of the way to the increase. Other goals are: Ten new companies, each raising \$25,000 and an increase of 10 new Tocqueville members.

The Workplace Campaign is chaired by Tom Barrett of Alyeska Pipeline Service Co. Members are Board members Rick Fox, Mike Dunn, Brad Spees, and Mike Huston; Julie Taylor of Alaska Regional; Jeanette Levine and Jerrod Mustain. Tocqueville Society co-chairs are Patrick Flynn and Tina Grovier.

Alpha Media Radio stations are donating production and air time for PSA’s. New corporate accounts include Kiewit Construction and Mattson Shipping. Alaska Sales and Service has generously donated a 2019 Chevy Trax for a sweepstakes. This is the seventh year it has donated a vehicle. Donors are automatically entered to win if they give a new gift of at least \$52 or increase their gift over last year by any amount.

Campaign Kick-Off luncheon is Wednesday, August 29. Board members Charles Fedullo will MC and Joe Marushack will speak. Alyeska Pipeline Service Company and Fairweather are sponsors.

Anchorage Community Plan to End Homelessness/ Permanent Supportive Housing / Pay for Success

Board member Dr. Richard Mandsager is now a Senior Fellow at Rasmuson Foundation focusing on reducing homelessness. The Anchorage Strategic Action Plan –called Anchored Home-- will be released shortly with a goal of making homelessness “rare, brief, and one-time”. The plan sets out an objective of achieving “functional zero”, defined as the inflow of people experiencing homelessness is less than the community’s capacity to be housed within a set number of days. A multifaceted response will be needed, connecting state and municipality services, non-profits, health service providers, churches, police departments, etc.

Monica Gross described UWA’s role as an intermediary to expand permanent supportive housing by 270 units for the highly vulnerable and high cost people experiencing homelessness. An estimated 300-400 individuals in Anchorage experiencing homelessness are considered “frequent users” of public services, cycling through corrections, shelters, emergency rooms, hospitals and other crisis services. Failing to meet their housing and service needs creates dispersed costs—estimated at over \$47,000 per person per year—which fall upon government, businesses, healthcare and social service organizations and the homeless themselves. These dispersed costs create roadblocks to collective action, causing us to cope with, rather than solve, this complex issue.

Permanent Supportive Housing (PSH) combines housing and services designed for people with serious mental illness and disabilities. A significant body of evidence suggests PSH promotes long-term housing stability, physical and behavioral health, and reduced use of crisis services. While expensive, the cost of providing PSH (\$22,696/person/year) is offset by estimated cost reductions (\$22,099/person/year) driven by lower use of homeless services, corrections, and medical services. Other unidentified external costs such as increased maintenance and security/safety costs borne by businesses and neighborhoods tip the balance of savings higher for the broader community. We are also testing a new financial tool to pay for and sustain permanent supportive housing called Pay for Success. With support of a federal grant, the partners are developing a Pay for Success (PFS) project to pool funding from multiple levels of government and the health system to expand PSH. Pay for Success (PFS) is a contracting and funding mechanism that links payment to performance. Instead of paying for services with uncertain results, PFS allows “Outcome Payors”—a coalition of Alaska government entities and leading healthcare organizations—to pay only if the project achieves better community outcomes (such as improving housing stability, reducing recidivism, and lowering use of emergency or inpatient health services).

Mike Abbott described UWA’s role as being the gatekeeper, money handler, and senior performance manager, ensuring dollars flow where we want them to flow. The project that UWA is undertaking has been done in other parts of the country and we will have access to good resources and advice as UWA determines legal and financial operations to do this work.

Michele Brown repeated that UWA got into this work because it is the convergence that hits UWA’s sweet spot on outcomes based work, system approach to a highly vulnerable population, re-envisioning with partners on how to collectively fund and sustain systems work, and do all that cross sectors.

She described the next steps as the Board focuses on what UWA needs to do to determine what roles we want to specifically take on, are able to perform, or will build capacity to perform, as the intermediary who manages, coordinates, and structures the necessary transactions.

The plan will be to:

- Methodically analyze the various necessary roles, responsibilities, and functions within our team.
- Look at the costs/benefits/risks/capacity/and desire of where to position us for future roles for each of these roles.
- Look at the various mechanisms by and through we’d best undertake these roles and formalize ongoing partnerships with other who will be better suited to fulfill some of the roles we can or should not do.
- Look at all the finance, audit, and tax implications.

The Board established an ad hoc committee to address the issues and make recommendations to the Board. The committee will be assisted in the analysis by:

- Social Finance, the national consultant providing technical assistance for the financial model.
- Corporation for Supportive Housing, the national consultant providing technical assistance on permanent supportive housing.
- Attorney Suzanne Cherot for the firm Birch, Hortner, Bittner & Cherot, who is representing UWA in this work.

Motion to adjourn was made by Brad Spees, seconded by Alexandra McKay, and unanimously approved.

Next Board meeting: September 19, 2018.