

**United Way of Anchorage
Board Meeting
December 1, 2021, 4-5:30 p.m.
Via Zoom**

Members Present (18): Walt Bass, Belinda Breaux, Laurie Butcher, Mike Dunn, Bill Falsey, Charles Fedullo, Mike Huston, Dick Mandsager, Jordan Marshall, Alex McKay, Daniel Mitchell, Rachel Norman, Susan Parkes, Natasha Pope, Veronica Reem, Beth Stuart, Ed Ulman, David Wight

RSVP Regrets (1): Greg Deal

Call to Order: Natasha Pope called the meeting to order at 4:00 p.m.

CONSENT AGENDA

Susan Parkes moved to accept the consent agenda (September meeting minutes) as presented, Daniel Mitchell seconded, and the motion passed unanimously.

AGENDA ITEMS

Executive Committee Report:

Natasha Pope extended kudos to:

- All the Board members who attended the First Alaskans Institute equity training in October; it was a very well put together, intentional, and thoughtful conversation.
- 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.
- All the Board members on the Campaign Cabinet for their continuous leadership: Walt Bass, Mike Huston, Daniel Mitchell, Ed Ulman.
- Alex McKay for working on UWA's potential options for space.

The Executive Committee has been working on year one review of UWA's executive. With the new CEO, in the contract there was a one-year performance bonus, and the Committee is going forward with that, while putting a pause on performance matrix increase to see how financial review goes. This is by no means a reflection on the CEO; the Committee wants to wait until UWA gets systems/reporting in place, in order to feel comfortable moving forward. UWA has been developing performance forms internally, and the Committee will utilize those forms.

Natasha People extended kudos to UWA CEO Clark Halvorson – this has been an incredibly challenging year, and he has had to handle a lot – pandemic, operational changes, covid-related support that UWA has been able to step up, really delved in to become ingrained in Anchorage's community, worked very vigorously to get inside the community conversations and reached out to those areas where UWA may have not heard those voices in the past; all this is a testament to Clark's and management team's great work.

Audit has been postponed to March when it became apparent to Finance Committee that UWA needs to address the weaknesses found within the financial reporting. There were a couple of CFO transitions, and lots of transitions inside the finance section. UWA developed an assessment plan and an action plan; more will be covered in the Finance Committee update. There have been grant applications submitted but if that money doesn't come in, the Executive Committee has stated that even if it's coming out of reserves, UWA needs financial systems improvement, and so help was hired. The Committee recommended that management expend the necessary funds to engage financial consultants. The Committee didn't want to just fix the financial reporting, but stand back, look at the big picture, and fix it as a whole.

The Committee has been working with management on the space issues. ConocoPhillips has been very gracious in hosting UWA in their tower for many years, and then Alaska USA has graciously offered space. The Committee identified that UWA needs space that fits its needs, and UWA is exploring opportunities and has a donor (essentially a legacy type of gift) who is interested in being a part of this opportunity.

The upcoming events include First Alaskans Institute equity training on December 8-9; Lindsay Hill presentation on equity, inclusion, and diversity on December 15; and TOC talk on Pay for Success on December 9.

The Committee is asking Board members to let the Committee know if they have an interest in serving as an Executive Officer or nominate someone.

Finance Committee Report:

Aminata Taylor reported that the urgent activity right now is to complete the audit. Lia Patton, one of the audit partners, is currently working on reviewing the financial information to make sure UWA is prepared for the audit in March. Realistically, UWA is looking at about 12 to 18 months for the restructuring. July and October numbers will be solidified no later than January 7. Before that, UWA will be sending the Finance Committee information that will help them make the decisions – account receivables/payables, as well as actuals. UWA will also provide understanding of its cash position.

Laurie Butcher extended kudos to UWA management for stepping up, recognizing the issues, and working with the Board and being transparent. The Committee was very supportive of moving the audit. The Committee hasn't identified anything that points to fraud or financial instability.

Campaign Update:

Cassandra Stalzer reported that as of December 1, UWA has raised \$2.24 million in the community campaign. Right now, UWA is \$42,000 ahead of December 1 last year, and can identify about \$350,000 in potential revenue in campaigns that are starting later or have yet to start. The overall theme is much like last year – there is a smaller group but more committed group of corporate partners, but many of their campaigns are growing. Northrim has grown their campaign for the second straight year. GCI's employee giving is up 30% this year. And UWA's partners in the major oil industry continue to be strong with ConocoPhillips, Alyeska and Exxon having great campaign years. Giving from employees of UWA's nonprofit partners is up 19%

over last year. This year, UWA will welcome back a campaign by FNBA, and they have always been in top 20.

On the flipside, UWA has not been as successful in turning its newest partners – ASRC Energy Services or Delta Constructors – into ongoing commitments. Campaign software is projecting that UWA will end the year at just over \$4 million. But there are a few opportunities to grow higher than what is projected by the end of the fiscal year, and it is mainly in these two areas:

1. Renew support from donors who gave for the first time to AK Can Do. UWA has been working to steward them throughout the year, and Clark has been doing many check in phone calls, in hopes that they will again partner with UWA to support the community.
2. Continue to invest in other micro-campaigns. Walk for Warmth produced \$50,000 last year, and the Warm Hearts Warm Homes fund raised more than \$40,000. These are unique giving opportunities that have potential to bring in new donors.

UWA's public campaign results are a bit mixed. The State of Alaska Share campaign is experiencing a renewal as staff leadership becomes more interested in engaging state employees in giving. To date, they have secured a \$25,000 matching grant from Rasmuson Foundation. Both the Muni and ASD campaigns are experiencing some delays based on issues within their workplaces.

President's Report:

June Sobocinski provided an update on education work:

- 197 at-risk high school students supported with tutoring, evening classes, phone check ins, home visits, food, housing, rental assistance, healthcare, job and financial application assistance, and low-cost phone service.
- Supported elementary and middle school students at 13 low-income area schools with tutoring, extracurriculars, basic needs, health care and transportation, helping to improve their attendance rates by 10%.
- Launched a pilot Parent Council in partnership with Alaska Public Media. The Parent Council brings lived experience – context expertise – to the table so that parents and providers can work together to find solutions to the challenges children experience. In October, parents voted to address peer racism and cyber-bullying.
- Next up is the launch of Cradle to Career: a new direction is set, and many new members are onboard. Education and self-determination are key in preventing homelessness and poverty. The team saw stubborn and persistent disparity in outcomes by race and ethnicity despite overall gains in graduation. Therefore, the team has identified that equity will form the foundation of future efforts. The team also has changed course to place more emphasis on “whole child” approaches that support children's physical and mental health. The big goal for the next 5 years will be to improve children's reading proficiency. The first meeting of new Cradle to Career team was November 8. A community launch event is in the works for February 6 – a fun, large-scale family event to engage diverse families and to celebrate the vast potential of all children.

Clark Halvorson shared that a major donor has put an offer in on the new office space and will hold the title. He will offer UWA a long-term discount on square footage (~\$1.30/sq ft). Over time, there may be an opportunity for UWA to own the building but that is not on the table right now. UWA would hold a master lease with the ability to sub-lease.

Healthcare navigation team completed onboarding new navigators, developing and finalizing marketing strategy, developing budget baseline, and implementing marketing strategy. In Home for Good, there are currently 69 customers, with an additional 12 referred and in outreach. Results include: 77% reduction in safety center intakes, 74% reduction in shelter stays, and 69% reduction in EMS transfers. Restaurant and hunger relief program continues to build a strong relationship with the hospitality center; the program received amazing press coverage. Restaurants continue to share that the program is keeping them in business; perhaps it will become a cornerstone and UWA will continue working with the restaurants this way every holiday season.

Strategic Planning Update and Work Session Planning:

Clark Halvorson reported that UWA's strategic planning goals include re-assessing UWA's identity and its role in the community; increasing diversity and equity, both internally and externally; focusing in on the most vulnerable; revisiting development and funding allocation and increasing revenue and leverage; deciding how UWA collects and shares data; and identifying "North Star" goals and how to get there. Key themes are:

- Community Mobilization, Engagement and Capacity Building: Important to not compete with service providers for resources; focus on financial stability for struggling and marginalized families; strong desire to focus more intentionally on equity; opportunity to more clearly co-create community solutions; lack of unity on important community problems in Anchorage; need for expansion of 2-1-1 to 12 hours of service a day, cornerstone of UWA; opportunity to become a louder and clearer voice on policy advocacy.
- Fundraising, Resource Allocation and Grantmaking: Shifting demographics of the donor population in Anchorage, proving the need for continuous improvement in the "products" that UWA offers; workplace giving, even with decreased campaign revenue, is the primary vehicle for fundraising and awareness-building for UWA; with the same partners being funded for years, opportunity to review process and criteria for support.
- Communications and Awareness Building: Develop strategic marketing plan; leverage existing trust in UWA brand.
- Data Management and Integration: 2-1-1 and Healthcare Navigation could be used as a data source to inform community decision-making on key trends and unmet needs.
- Operations and Management: Support a cross-functional and cross-department staff culture; investment in the organizational infrastructure of UWA, especially data integration solutions.
- Governance, Ethics, and Volunteer Leadership: Recruit more representative Board of Directors; build skills in data analytics and other relevant and emerging competencies.
- Financial Accountability and Transparency: Financial systems have not kept up; increased competition from other foundations, donor-advised funds and online giving platforms.

UWA has been working with Agnew::Beck on creating teams and doing organizational scan. The next phase is to come together with the Board on this; there will be two strategic planning sessions early next year.

Next Board meeting: January 19, 2022