

**United Way of Anchorage  
Board Meeting  
December 2, 2015, 4 p.m.  
Wells Fargo Conference Room**

**Members Present (15):** Belinda Breaux, Jay Butler, Dan Clark, Kitty Farnham, Charles Fedullo, Rick Fox, Keith Hand, Jenna Hooley, Katherine Jernstrom, Dick Mandsager, Jordan Marshall, Susan Parkes, Natasha Pope, Jack Sheppard, Beth Stuart

**RSVP Regrets (7):** Mike Abbott, Dan Coffey, Joe Everhart, Joe Marushack, John Shipe, Janet Weiss, David Wight

**Call to Order:** Susan Parkes called the meeting to order at 4:05 p.m.

**CONSENT AGENDA**

Keith Hand moved to accept the consent agenda (October 28 meeting minutes and October financials) as presented, Natasha Pope seconded, and the motion passed unanimously.

**AGENDA ITEMS**

**Executive Committee Report:**

Susan Parkes reported that the Committee recommends electing Cory Quarles from ExxonMobil as a new Board member, and moved to approve the resolution to elect new Board member Cory Quarles; Jay Butler seconded, and the motion passed unanimously.

In order to implement the new strategic plan and business imperatives, staff is analyzing the suite of information management and technology tools needed. This will involve investment that exceeds the FY'16 capital budget. Finance Committee is where the IT plans will be vetted first and asks for Board IT expertise to assist.

Kudos to UWA staff for the great internal campaign with a 95% participation rate, raising \$27,303.45, and exceeding last year by \$1,300.

Congrats to Belinda Breaux for her new position, joining Alyeska Pipeline and to Jordan Marshall who will soon transition from the Rasmuson Foundation to his new firm for government relations consultancy.

The Executive Committee serves as the Board Development Committee to propose the officer slate. There was a call for nominations at the last meeting, and the Committee is still accepting nominations. In the absence of additional nominations, the Executive Committee is recommending continuing the status quo, so the officer slate proposed for 2016 is:

Chair – Joe Everhart

Vice Chair and Chair Elect for 2017 – Susan Parkes

Treasurer – Keith Hand

Secretary – Jordan Marshall

The Board will vote at the public meeting on January 27.

### **Income Update:**

Jordan Marshall encouraged the Board to promote and share the Walk in My Shoes experience of life on the financial edge. Governor Walker and Mayor Berkowitz have both taken up the issue of affordable housing, and UWA had a large part in that from the two year community will building campaign. Staff is working with the city to develop expanded client-focused services for homeless families and single adults. Some novel ideas are being explored like placing a navigator/case manager in the library since many of the homeless population were using the library as a day center. More to come as the idea develops.

### **Health Update:**

Sue Brogan reported that Alaska 211 is a partner in developing the Recover Alaska Resource Center. To provide more linkages to services, 211 will be expanding the database to include providers previously not in the database, such as for-profit providers. The Recover Alaska Resource Center is a huge project that will not only help many Alaskans with alcohol issues but will help cement 211 as Alaska's front door to services and a real time resource for info on Alaskans' needs. The ACA open enrollment period has kicked off with a bang. Staff handled 1,200 calls in the first month through navigators at 211 and at Providence (using space generously donated by Providence).

### **Education Update:**

June Sobocinski reported that at Fairview, Williwaw, and Tyson elementary schools the scores for the targeted pre-K population went up, even though there is an overall decline at the district level. The 8<sup>th</sup> grade math proficiency target population is low income and at-risk students at Lake Otis, Wendler, College Heights, and Airport Heights schools. We are aligning afterschool programs and activities with homework and skills support for 600 kids. In addition to academic outcomes, the work of our business model in education is measured by partner engagement, community will, volunteer engagement, and financial investments. Currently, partners are at the table, although we need more true engagement. Good movement on generating community will, although there is insufficient awareness of UWA's role. We need far more volunteer opportunities, and the investment area needs significant attention because we are not raising enough resources to maintain momentum.

### **Resource Development Update:**

Rick Fox reported there are 46 Tocqueville commitments to date, including 10 new. Elizabeth Miller reported \$4.2M has been raised to date (including Tocqueville), compared to \$4.65M last year. Of the top 20% accounts, 5 increased and 10 decreased, some significantly. The average decrease is 13%. The prediction is that workplace campaign will be down 13%, Tocqueville (outside workplace campaign) will be up 16%, and the overall campaign will be down 11-14%. The new text-to-give option is having minimal response. Walk for Warmth is set for February 20.

### **Impact Investment Evolution:**

Belinda Breaux reported on the development of UWA's evolution for investing in impact. Historically, UWA invested in individual organizations as direct pass-throughs, primarily focused on historical partners. The results achieved were outputs. It took 10 years to migrate to an investment strategy that, while still directed to individual programs and individual applications, achieved client outcomes instead of outputs.

The objectives for UWA's investment process are:

- 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.
- 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.

- Use investment, resource development, and leadership practices to encourage collective behaviors by multiple system partners.

The EIH committees actively manage each investment portfolio to allocate and apportion resources in the categories for impact investments, develop all relevant decision making criteria, and make investment decisions for the services and practices within each category. As needed, the chairs of the committees will meet to allocate and apportion resources among the EIH goals.

The long term goal is less focus on individual programs and more on collaborations and systems. UWA also wants to move from traditional grants into more of an enterprise portfolio mindset. This will mean more changes to the application process. The committee reviews will be by investment categories even though applications still come in by individual programs.

### **Impact Investment Contingency Plan:**

Keith Hand reported that the Finance Committee is preparing for less revenues. To maintain momentum, the UWA business plan calls for expanding and diversifying revenue sources as well as keeping workplace campaign as strong as possible. Last year, workplace was down 8%. To address the last shortfall, UWA made across the board cuts of 5% and heavily tapped into restricted funds to cushion the campaign shortfall. Restricted funds are those that donors invested in particular EIH impact work. Some are highly restricted and some are more general, but use must accord with the donor's intent.

Now, UWA is faced with an even more difficult situation. Campaign will be down considerably as is raising more restricted revenue. UWA was very clear with partners that last year's cushion from restricted funds is not an option going forward without raising new resources. A key message to partners is that UWA needs them to get behind the workplace campaign, major gifts, and investment products to raise revenue. So UWA's #1 plan and goal is to do that, raise more funds, but, it is also prudent to plan for a worst case scenario.

Last year's approach was not the most strategic one for achieving results. This time it is important to keep evolving the impact investment practices to be more results focused and incent collaborative behaviors. That is never popular, and especially not so in tough economic times, but if UWA starts the conversation now, there will be time to do a careful analysis and give advance notice to partners of what will happen and why. UWA wants its partners to be well prepared if the financial picture does not improve.

The Board's input is needed on how to prioritize the levels of effort and investments within UWA business model. How does UWA juggle investments in partners who have come to expect it, with the need to make more strategic, focused investments in the work that most directly contributes to achieving UWA goals? Does UWA keep working in multiple goal areas? Does UWA apportion its portfolios differently? The EIH committees will have to grapple with this and they need guiding principles from the Board to develop the plan. The Board retreat will take these issues up.

Motion to adjourn was made by Jordan Marshall, seconded by Katherine Jernstrom, and unanimously approved.

Next Board meeting: January 27, 2016