

**United Way of Anchorage
Board Meeting
June 13, 2017, 4 p.m.
Alaska Communications Business Technology Center**

Members Present (12): Alyssa Bish, Belinda Breaux, Laurie Butcher, Mike Dunn, Joe Everhart, Rick Fox, Keith Hand, Jordan Marshall, Susan Parkes, Beth Stuart, Frank Paskvan, David Wight

RSVP Regrets (10): Mike Abbott, Jay Butler, Dan Clark, Charles Fedullo, Dick Mandsager, Joe Marushack, Natasha Pope, Cory Quarles, Jack Sheppard, Janet Weiss

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

Guest: Nina Kemppe, President and CEO, Alaska Community Foundation

CONSENT AGENDA

There was no quorum so the consent agenda items will be moved to the next meeting.

AGENDA ITEMS

UWW Membership Certification:

Michele Brown presented the completed 2017 United Way Worldwide membership certification for Board's review. UWA is in compliance with all membership standards.

Alaska 2-1-1:

Sue Brogan reported that 2-1-1 is reaching out to HR professionals to share the tools available for employees, so Board members can pass 2-1-1 information to their HR counterparts.

Executive Committee Report:

Susan Parkes extended kudos to Keith Hand for welcoming guests at the leadership picnic and to Teri Neinhaus for Arctic Catering and Support Services' superb job with the catering.

Susan Parkes presented a resolution to establish agency funds at the Alaska Community Foundation and explained that the resolution establishes three UWA agency funds at ACF as a vehicle for ACF donors to more efficiently invest directly into UWA or UWA focus areas. Each fund requires an initial investment of \$5,000 which will come from UWA's investment holdings. As an agency fund, UWA manages the use of the funds, and staff will confirm that the dollars will be managed by ACF consistent with UWA's investment policy. Keith Hand moved to approve the resolution, Belinda Breaux seconded, and the motion was supported by all members present; UWA will conduct electronic voting of Board members not in attendance.

Business Development:

Susan Parkes continued the Board's past conversations around resource development. The central issue is that the current business model is not generating as much revenue as expected.

Guest Nina Kemppel of the Alaska Community Foundation shared some insights on how her Board is working in the current philanthropic environment. Most community foundations don't have good relationships with United Ways, but ACF's and UWA's goals are aligned.

Shifts in the philanthropic model that ACF is seeing are that donors are becoming more complex, assets (stocks, land, etc.) rather than cash are being used, planned giving is gaining traction, and donors are "testing the waters" first before making major decisions. There is strong giving to social justice causes -- "rage" donors who react to certain highly visible causes -- and they want immediate results. Also seeing more active young donors (between 35 and 55) and they are slightly different -- they want to be engaged and updated frequently. Donors overall are seeking more customization. This transition took ACF about 1.5 years and is still in the works.

The ACF Board is very active asking donors to give; peer to peer asks are very powerful. Over time, ACF has developed really strong relationships with estate planners/attorneys. The ACF staff and Board had to evolve not only the tools they use, but also the way they talk to donors, making sure there is some continuity and standardization across the organization.

ACF donors are looking for stability: Donors are concerned whether a nonprofit they invest in will stay sound, and UWA is seen as an organization with a stable and solid reputation, and is known for tackling big issues. ACF has donors who are looking for causes and could be a match for UWA's work.

Challenges UWA faces from potential donor perceptions are: UWA might be running up against its own success -- people's perceptions are that UWA doesn't need more money but little non-profits need help. Also, with big goals, people tend to think that it will take a lot more money to accomplish than they have to give, so they don't contribute. People tend to like defined "projects" over broad outcomes. People like UWA's "connect the dots" role, but hear from partners that partners need more money. There is also a concern that when donors give to UWA, not much stays in Alaska.

Collective fundraising would be a major step forward. There is great power in having a collective effort of Rasmuson Foundation, The Foraker Group, ACF, and UWA coming together and saying "we believe in this cause."

Elizabeth Miller went over the three year business development plan for workplace campaign (Attachment A) and SWOT analysis (Attachment B). Suggestions included identifying internal advocates within the companies who will act as motivators and reaching out to "big pocket" donors -- doctors, dentists, lawyers.

Motion to adjourn was made by Joe Everhart, seconded by Keith Hand, and approved by unanimous consent of those in attendance.

Next Board meeting: August 16, 2017

Attachment A

Three Year Business Development Plan for Workplace Campaign

Campaign 2017 – Campaign 2019

Three Year Goals

More revenue - raising \$1.5 million more in campaign \$\$

More donors – increase number of donors by 50%+

Key Performance Indicators

- WPC Campaign Revenue
- Churn Rate/lapse donors
- # of workplace campaigns
- # of donors
- % participation
- # of campaigns with increased \$ and participation rates
- # of new workplace campaigns
- Shrinkage rate

Leading Performance Indicators

- # of leads for new WPCs
- # of company leaders who have committed to successful campaign
- # of employee campaign coordinators implementing at least 50% of best practices
- # of UW staff working accounts
- # of volunteers on cabinet
- # of cabinet members completing calls

Target Customers

- New company campaigns
 - Companies with at least 50 employees where staff and volunteers have connections
 - Health Industry
- Reinvigorated existing company campaigns
 - Leadership donors
 - Loyal donors
 - Non-donors (new)

Strategies to focus and strengthen the tools to influence targeted workplace campaign leaders and donors.

- 1) Develop campaign and non-campaign time marketing and communication materials and messaging that is simple, relevant, personal, and persuasive
- 2) Forge stronger and more relationships with local c-suite to be supporters and partners with United Way.
- 3) Forger stronger relationships with agency partners to be ambassadors to key company and community leaders.
- 4) Educate, incent and motivate Employee Campaign Coordinators
- 5) Create detailed account plans for year-round engagement at strategically targeted accounts.
- 6) Deploy United Way staff and board as a sales force.

Tactics: What are some things we – UW staff and board members – can *do differently* to achieve above strategies?

- 1) Develop campaign-time and non-campaign-time marketing and communication materials and messaging that is relevant, personal, and persuasive
 - Donor Surveys – underway (Staff, with thanks to Charles F.)
 - Use UWW “we fight for the health, education, and financial stability of all people in Anchorage. United We Fight. United We Win.”
 - Create video and PSAs (for TV & radio) that simply depicts this theme
 - Make the “fight for” theme fun
 - Encourage ECCs to adopt the theme and to bring the fun elements into their campaigns
 - Adjust Car Sweepstakes criteria
 - Focus on leadership givers as special segment during campaign
 - Secure a \$50,000 - \$100,000 matching gift to incent new or increased leadership givers.
 - Create targeted Leadership Giving flier/presentation
 - Cabinet members to promote leadership campaigns at appropriate TOP accounts.
 - Offer continuous giving to companies this year – Will not affect lapsed rate this year, but could dramatically change rate next year
 - Vigorously promote payroll deduction as a great benefit provided by company

- In non-campaign months strategically communicate with donors via text, email and mail with information, videos, and appreciation. With special focus on new/fragile donors.
- 2) Forge stronger and more relationships with local c-suite to be supporters and partners with United Way.
- Recruit campaign cabinet of 10 -12 company and community leaders to serve as ambassadors of UW and to secure commitments from peers to run successful campaigns and deepen relationship with United Way.
 - Campaign co-chair Cory Quarles is recruited. He is speaking with possible co-chair today.
 - What advice do you have for Cory?
 - What can you do to help Cory?
 - Cabinet members call on total of 40 targeted accounts.
 - Top 20
 - 10-15 larger (50+ employees) lapsed accounts
 - 3-5 fragile accounts
 - Help recruit new accounts
 - Cabinet members ask local company leaders
 - To support the campaign as a business project they are proud to commit to and see thru to success
 - To appoint the best person as campaign coordinator
 - One cabinet member to represent TOC (TOC chair)
 - TOC chair (and team) to cultivate and recruit more \$50,000 - \$100,000 donors.
 - UW corporate account executives making 10 cold calls a week and continuously following up with each where there is interest.
 - UW Pres, VPS, and Directors to manage portfolio of corporate relationships... reaching out quarterly to c-suite of top 50 current and prospect accounts.
- 3) Forger stronger relationships with agency partners to be ambassadors to key company and community leaders.
- Include focus on partner agencies as visible “partners in the fight”
 - Include list of agencies on back of pledge form
 - Move agency designation “block” to middle of pledge form rather than on bottom.
 - Include agency booths as part of Kick-off luncheon.
 - Encourage companies to include more presentations in their campaigns and include agency speakers in the presentations.
- 4) Educate, incent and motivate Employee Campaign Coordinators
- Create incentive plan to motivate ECCs – top % participation, Top \$ raised per capita, etc. by category. Small donated prizes awarded at conclusion of campaign.

- Educate ECCS on potential of UW fundraising and how it can be tailored to their company.
 - Encourage ECCS to adopt “Fight For” theme and provide ideas on how to make it fun.
 - Work with ECCs to promote sweepstakes
 - Work with ECCs to promote leadership giving
 - Work with targeted ECCS to adopt continuous giving
- 7) Create detailed account plans for year-round engagement at strategically targeted accounts.
- Identify 30 – 40 accounts that would benefit from year round engagement – information, volunteer opportunities, etc
 - Create engagement plan for each targeted account
 - Implement plans
- 8) Deploy United Way staff and board as a sales force.
- Set expectations for staff and board members that include sharing United Way opportunities with friends, family, colleagues and others.
 - Provide training as needed

Attachment B

UNITED WAY OF ANCHORAGE

Workplace Campaign

SWOT Analysis

Spring 2017

Strengths

- Current WPC model resonates with Baby Boomers, who are generally loyal to institutions and see their support of UW as support of their company and see UW as an institution of sorts.
- Low cost of fundraising in workplaces
 - UW WPC model is based on very few UW staff members who recruit and manage volunteers to raise the money. This has led to the expectation that raising money can be done at UW at a very low cost. MODEL: Company and Community Leaders to serve as campaign leaders who reach out to other company leaders in community to encourage them to run successful UW campaigns. Each company appoints a campaign coordinator who takes on the lion share of the work with UW staff providing support where needed. Companies “loan” or “sponsor” extra UW staff to help during campaign months.
- Long history in workplaces- for many baby boomers UW is expected and welcomed as tradition
- Access to Payroll Deduction
- Brand recognition is high
- High level of trust in public opinion polls
- Close to 5000 donors
- Giving to UW makes philanthropy simple and accessible to many – one gift/pledge helps the whole community
- High unrestricted fund rate (low designation rate)
- Touching 30% of the workforce in Anchorage

Weaknesses

- **Work of UW doesn't resonate with many:** UWA's business model of creating community change by mobilizing people, organizations, and resources is difficult to describe in tangible/understandable emotive terms. This leads to lack of understanding and passion around our work.

- **UWA isn't doing "what UW supposed to be doing" –**
 - 1) Change in business model for some past donors means "UW is not doing what they are supposed to do –(raise money for agencies.)"
 - 2) Messaging has been focused getting unrestricted \$\$ for UW (promotion in collateral and presentations about community goals and what UW is doing to make a difference.) This has led to perception by some donors and some agencies that UW isn't doing what is "supposed to be doing" —raising money for agencies.
- **Mass Marketing:** One component of UWA's low cost WPC model "wholesale philanthropy" is based on mass marketing – one message for all. This is low cost and worked for years. However, at most companies there are several different types of employees. And in this technologically advanced world we live in, personalize messaging is what is successful. (Think social media algorithms.) Currently at least three generations represented in the workplaces: Baby Boomers, Gen X, Millennials.
- **Lack of passion for work at staff level:** Because impact work is not tangible and b/c we are involved in so many different things, and b/c we haven't figured out how to keep RD staff updated on everything we are doing or what to focus on, some RD staff lack passion for work and/or ability to talk about the work except in one way. Must be able to be nimble enough in understanding of work to discuss in many different ways depending on interest of audience.
- **High churn rate:** (56%) Donors who give one year but not the next
- **Lake of time/passion:** Volunteers at cabinet level don't have the passion and/or time to do what is asked of them. (And work is difficult b/c they can't describe UW work in a way that appeals to the company leaders they are talking to... Or company leaders already strongly support another non-profit and see UW as not helping that org.)
- **Decreasing number of businesses running workplace campaigns:** 200 to 120 from 2008-2016
- **Shrinking number of donors –** down from 8623 in 2008 to 5405 in 2015
- **Decrease in number of donors at all giving levels.**
- **39% decrease in campaign revenue in 8 years.** (25% of that in last 3 years)
- **Companies can get more public recognition for smaller gifts to other organizations.** (a \$20,000 gift to XYZ agency might garner headliner publicity, but at UWA at \$20,000 gift is lumped in with the other 200 companies recognized in one ad.)

Threats

- **Generational change in company leaders –** many company leaders are no longer Baby Boomers – traditionally strong supporters of UW. More and more Gen Xers are leading companies.

- **Payroll deduction isn't only game in town:** Internet allows anyone to give to any non-profit at any time. And with re-occurring credit card charges, gifts can be monthly – “no need for PRD and designations via UW.”
- **Biggest donors retiring:** As Baby Boomers retire, fewer in workplaces to support UW and Current WPC model doesn't resonate as strongly with younger audiences who are generally not loyal to institutions. (And many retiring baby boomers don't think of UW once they have left the workplace and the few that do, have reduced incomes so their gifts are smaller.)
- **Lack of Support from funded Partners:** Some funded agency partners are not supportive of UWs business model, see “too much” funding staying with UW backbone work and “not enough” funding going to agencies. Therefore, there is less support from agencies for WPC. And in some cases, agency leaders sharing their less than supportive ideas about UW with potential donors, WPC campaign leaders
- **Shrinking Company Budgets:** The current business environment has companies cutting costs, working smarter, using technology more which has translated into fewer workers and less time for employees to spend on UW – coordinators having less time to do the things that make campaign successful, less time for employees to spend at UW/company functions to learn about UW and get excited/motivated to give, no sponsored employees to work on campaign
- **Many Non-Profits competing for volunteers and donors:** In Alaska and Anchorage there are many non-profit organizations most of which are focused on recruiting volunteers and raising money for their own missions. This means lots of competition for volunteer time and donations. (For over ten years, Foraker has been encouraging non-profits to raise money in a sustainable way. Many are doing it well.)
- **Economy is tight.** Many job losses...

Opportunities

- **Environmental**
 - 3) Great number of non-givers at currently active workplace accounts (in 2015 only 14% of all employees at companies running campaigns gave)
 - 4) Appx /More than 5000 donors who gave in 2016. Opportunity to secure 2017 gifts from them. (Decrease churn rate.)
 - 5) More than 6121 who gave in 2015 or 2014 but not in 2016
 - 6) Health Care is a growing industry. UW penetration-rate into health care workplaces is low. (Dr. Mandsager reports UW doesn't resonate with his workforce.)
 - 7) The needs are great in this economic environment – May motivate donors
- **Internal**
 - 1) New workplace campaign staff focused with sales mentality.

- 2) Create a marketing plan for workplace campaign that leverages other UW marketing
 - 3) Engage supportive agencies as ambassadors to their board members who lead companies
- **Messaging**
 - 1) Simplify UW messaging and ensure messaging used emotion to inspire passion/action
 - 2) Tailoring messaging/fundraising activities to specific audiences.
 - Gen-X company leaders
 - Generational messaging for workplace campaigns?
 - 3) Encourage agencies to promote UW campaign and encourage /allow agencies to promote designations through UW workplace campaign to themselves.
 - 4) UW work is making progress on Ending Homelessness – SELL IT
 - 5) Leverage the community and company leaders who are committed, believe in and are passionate about UW's work into ambassadors of UWA