

**United Way of Anchorage  
Board Meeting  
March 15, 2017, 4 p.m.  
Alaska Communications Business Technology Center**

**Members Present (16):** Laurie Butcher, Jay Butler, Dan Clark, Mike Dunn, Kitty Farnham, Charles Fedullo, Rick Fox, Keith Hand, Dick Mandsager, Jordan Marshall, Joe Marushack, Susan Parkes, Natasha Pope, Shawn Rivera, Jack Sheppard, Beth Stuart

**RSVP Regrets (7):** Mike Abbott, Alyssa Bish, Belinda Breaux, Joe Everhart, Cory Quarles, Janet Weiss, David Wight

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

**CONSENT AGENDA**

Rick Fox moved to accept the consent agenda (January 18 meeting minutes and February financials) as presented, Laurie Butcher seconded, and the motion passed unanimously.

**AGENDA ITEMS**

**Executive Committee Report:**

Susan Parkes presented a resolution to elect new Board member Mike Dunn, Operations Manager at Hilcorp Alaska and a longtime Tocqueville supporter. Rick Fox moved to approve the resolution, Beth Stuart seconded, and the motion passed unanimously.

Katherine Jernstrom resigned from the Board due to her business growth demanding attention.

Kudos to:

- Rick Fox for co-hosting an impact tour that raised \$5,000
- Jack Sheppard, Keith Hand, David Wight, and Mike Dunn for hosting upcoming impact tours
- Teri Nienhaus for attending February 27 impact tour
- Joe Marushack and Dan Clark for CPA matching the investments from the warm, housed, fed solicitation and impact tours up to \$15,000
- Cory Quarles for Exxon Mobil's \$5,000 investment in summer STEM programs for youth

Executive approved the internal policy to implement the new UWW trademark rules which are far more restrictive about the use of the UW brand when it relates to raising revenue by raffles, contests, events, and auctions that involve alcohol, firearms, and gambling. This grew out of the controversy that erupted elsewhere regarding firearm prizes. UWA will advise people who raise funds for UWA of these requirements and will seek any exceptions if necessary with UWW.

Staff is moving the additional space of the 4<sup>th</sup> floor generously provided by ConocoPhillips Alaska. This allows UWA to give up its auxiliary rented quarters, saving \$3,000 a month. On top of the space, ConocoPhillips donated and installed furniture.

## **Finance Committee Report:**

Keith Hand reported that there are no issues with finances other than less revenue than UWA has hoped. The Success by Six building is the last of 3 properties UWA owned and rented to nonprofits at below market value (the other two properties have been sold). Finance is evaluating whether UWA should remain a landlord or if it's better to sell the property and redeploy the equity.

## **Investments:**

Michele Brown reminded the Board that UWA's purpose is to mobilize voices, partners, practices, volunteers, and dollars for measurable change. It is no longer just to raise pass out dollars to some nonprofit partners. UWA still does share the revenue raised with partners because it is an important means to fulfill the community goals and because many of UWA donors expect to be part of UWA's role. To that end, a few years ago UWA set the following objectives for its investments in partners:

- 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.

Previously, partner investments from workplace campaign were based on historic relationships. The gradual evolution to impact investing included a sound finance and operations floor, program outcome capability, aligning outcomes, and participating in goal-based partnerships. UWA impact investment categories include:

1. Community Solutions – Mobilized community and multi-sector efforts to achieve a community goal, resulting in better outcomes for individuals/families and change in systems, environments, and community conditions to affect all community residents.
2. Impact Initiatives – Collaborative set of aligned or complementary services/practices that result in better outcomes for individual/families or specific populations, or results in a more effective and efficient service delivery system.
3. Infrastructure Community Services – Essential direct services for individuals and families that are measurable.

For FY'17, 40% was allocated to community solutions, 28% to impact initiatives, and 32% to infrastructure.

The impact investment objectives determined at the 2016 Board retreat include keeping the flywheels moving on mission; investment evolution toward results-based investment and maintaining long-term vision; avoiding unduly destabilizing partners; and not risking reputational harm. FY'18 financial review included 35 agencies (61 programs) of which 31 were given green rating and 4 yellow (last year there were 25 green and 10 yellow); all met threshold criteria. 60 programs (a total of \$1,824,000) were eligible for continuation funding and one program had to apply. Resources used for FY'17 include \$1,600,000 unrestricted funds (88%) and \$224,000 donor restricted funds (12%), for a total of \$1,824,000.

The FY'18 budget projected \$1,494,000 from unrestricted workplace campaign, but the campaign decrease means that only \$1,436,000 is actually available from unrestricted workplace campaign. Although the campaign was down 15%, this represents only a 4% decrease for investments from

original budget. The difference is due to better designation and shrinkage rates and internal expenses reductions. But it is still a shortfall from the requested \$1,824,000. The shortfall options include pro rata reductions or focusing investments on certain goal areas and/or category of investment. The pro rata options include:

- Reducing investments to 25%. This reflects the campaign reduction and the lack of restricted funds. It reserves the revenue gained through better designation and shrinkage rates to remain available for more goal focused investments.
- Reducing investments 21%. This reflects the campaign reduction and the lack of restricted funds for FY'18, but adds in the revenue gained from better designation and shrinkage rates.
- Reducing investments 15% (the level of campaign reduction only). This option will have to raise an additional \$114,165 during FY'18 to fully fund that level of investments.

Executive Committee would like to continue moving to more performance criteria and subject matter focus over time but that shift would present risks to partner stability and UWA's reputation. The approach at this point is to focus on raising specific resources for goal-oriented, results-focused collaborations that can be shared with partners participating in the plans, rather than shift the resources from workplace campaign to certain areas only and risk alienating the workplace donors. The Committee went with formula for the 21% option but felt it is better to round it to 20% even though it means we need to raise \$23,000 more. When and if workplace campaign grows, UWA will use that growth to support goal-oriented investment.

Summary of FY'18 investments is as follows:

- Education
  - Community Solutions -- \$591,000
  - Infrastructure -- \$168,000
- Income
  - Homelessness Community Solutions/Impact Initiative -- \$270,000
  - Financial Stability Impact Initiative -- \$60,000
  - Infrastructure -- \$201,000
- Health
  - Access Impact Initiative -- \$77,000
  - Infrastructure -- \$92,000

That is 52% Education, 36% Income, and 12% Health and 40% Community Solutions, 28% Impact Initiative, and 32% Infrastructure (same as FY'17).

Executive Committee recommends use of \$1,459,000 unrestricted revenue applied to the requested investments with a 20% pro rata reduction from FY'17 investments for FY'18 investments. Dick Mandsager moved to approve use of \$1,459,000 unrestricted revenue and 20% pro rata reduction from FY'17 for FY'18 investments, Charles Fedullo seconded, and the motion passed unanimously.

### **Public Policy Committee Report:**

Michele Brown reported that the Committee reviews and proposes public policy agenda for UWA. There is not a lot of change from last year, just a few more bills that UWA is tracking but nothing that UWA is taking a lead on. The Committee decided to take position of neutrality on oil/credits raising taxes. The Committee also looked at how much UWA should be involved in ACA discussions and instructed UWA to continue, as time is right, to provide information on Alaska experiences and

impacts. Kitty Farnham moved to approved 2017 public policy agenda as presented, Natasha Pope seconded, and the motion passed unanimously.

### **Homelessness:**

Michele Brown shared that homelessness has been a chronic problem in Anchorage for decades. A lot of services exist to make homelessness a bit less miserable on a day to day basis. There have been multiple plans to address homelessness over the years and considerable efforts at programs and housing unit developments, but these have predominantly been performed in siloes, leading to some improvement on some levels, but have not resulted in a reduction in homelessness. The Municipality of Anchorage, the Anchorage Coalition to End Homelessness, and UWA have joined forces, along with dozens of partners, to take this problem head-on and aim high for results over band-aids. This requires making deep, fundamental shifts in how we work with people experiencing homelessness and how we work together as a system to make homelessness as brief and rare as possible.

For years, different organizations served clients with services on random basis – people get whatever services are available at whatever place they happen to show up. They are then housed in congregate shelters or transitional housing, getting whatever services the facility offers until they are deemed “housing ready.” Then, perhaps with assistance to find permanent housing, they are wished well. And the cycle begins again. The new approach instead is premised on the philosophy of coordinated entry, housing first, relevant supports while in stable housing, and engagement in work or volunteerism to measurably improve self-sufficiency.

Coordinated entry is navigation model best practice that coordinates intake and program admissions so that providers collaborate to better address clients’ needs, get them effective and efficient support, and track progress. At its simplest, the “theory of change” is:

- find, name, and know the person/family
- assess the person/family and quickly place in the most suitable housing – shelter stays should be significantly reduced
- tailor services to improve self-sufficiency, reduce housing barriers, and increase housing stability
- track the progress and outcomes for each person/family to self-sufficiency and permanent stability

The data is managed in the Homelessness Management Information System (HMIS), a tool that supports the work by centralizing and coordinating data among providers. The Anchorage Coalition to End Homelessness is managing HMIS to support the community plan. There were and remain many hiccups getting it going and getting folks to see it as a tool to help reach community goals, but it is up and running at long last. Once a person or family is on the list, transition coordinators work with providers to get the person connected to a case manager and quickly housed in the most appropriate temporary shelter, and as we get better at this, directly into permanent housing. In the past, a person/family might have multiple case managers; now one case manager and that case manager stays with them through maintaining a year of permanent housing.

The next element is housing first. It is the case manager’s job to make homelessness as brief as possible. The evidence is abundantly clear that people stabilize better in permanent housing. There is 80% or better retention in permanent housing by this model in other communities. Thanks to PHSA, there are now funds available for rent and utility assistance, a major boost in getting people into

housing quickly. Once in housing, a self-sufficiency matrix is used, moving people up the ladder as far as they can go.

The third element is sense of purpose and belonging and economic opportunity -- work, volunteerism.

That's the underpinnings of the new approach. An interesting learning has been that intentional outreach to the camps created an overflow at Bean's Café and Brother Francis Shelter, but also enabled partners to see system improvement to reduce turning people away when the shelters were full. The number of people on the streets went to functional zero but then started creeping up again – the temperature dropped dramatically and word got out that nobody gets turned away. Partners quickly figured out that shelter staff was not trained in triaging who goes where and how to preserve beds so they fixed that and we went back to functional zero for turning people away.

Current count for homeless individuals is approximately 2500 homeless in shelter or in transitional living of several varieties and 400 on the street. Since we began coordinated entry, 148 single adults and 15 families have been permanently housed. To keep moving towards permanent housing, we are able to determine the info on people list what number of permanent supportive, transitional, and market based housing units are needed. We are also trying to coordinate the voucher system chaos. To increase housing stock in market housing, we are working with private landlords and thanks to PHSA, have a risk pool to limit the risks for landlords to get involved. There are projects in development for becoming transitional or permanent supportive housing.

Motion to adjourn was made by Laurie Butcher, seconded by Charles Fedullo, and unanimously approved.

Next Board meeting: April 19, 2017