

**United Way of Anchorage  
Board Meeting  
May 16, 2018, 4 p.m.  
Wells Fargo Conference Room**

**Members Present (16):** Mike Abbott, Alyssa Bish, Laurie Butcher, Jay Butler, Dan Clark, Mike Dunn, Kitty Farnham, Rick Fox, Mike Huston, Jordan Marshall, Joe Marushack, Frank Paskvan, Natasha Pope, Jack Sheppard, Beth Stuart, Ed Ulman

**RSVP Regrets (10):** Belinda Breaux, Bill Falsey, Charles Fedullo, Geoff Lundfelt, Dick Mandsager, Teri Nienhaus, Susan Parkes, Brad Spees, Janet Weiss, David Wight

**Call to Order:** Dan Clark called the meeting to order at 4:05 p.m.

**CONSENT AGENDA**

Mike Abbott moved to accept the consent agenda (April 18 meeting minutes and April financials) as presented, Mike Huston seconded, and the motion passed unanimously.

**AGENDA ITEMS**

**Executive Committee Report:**

Dan Clark extended kudos to:

- ConocoPhillips/Joe Marushack and Municipality of Anchorage/Bill Falsey for being Attendance Champions recently.
- Alaska Communications/Laurie Butcher for supporting Grad Blitz with its vehicle fleet. 25 vans are driving around Anchorage with Grad Love sign.
- First National Bank/Natasha Pope for getting multiple branches involved in Grad Blitz, as well as sending volunteers for Grad Chalk.
- Susan Parkes for discussing with UWA's Emerging Leaders how UWA approaches public policy.
- Alaska Mental Health Trust/Mike Abbott for a \$30,000 grant to Alaska 211 for a website and database refresh.

The Committee proposes two new Board members: Darlene Gates of ExxonMobil and Ed Ulman of Alaska Public Media. Darlene has a long relationship with UW at her prior post and is enthusiastic to be a partner here. Ed serves on the 90% by 2020 Leadership Team. At his prior locations, he worked very closely with the local UW and sees the potential here for a stronger partnership between UWA and Alaska Public Media. Mike Dunn moved to approve the resolutions to elect new Board members Ed Ulman and Darlene Gates, Beth Stuart seconded, and the motion passed unanimously.

Michele Brown extended kudos for participating in the Rockefeller Foundation/Chan Zuckerberg Initiative/United Way Worldwide site visit to:

- Jay Butler and Ed Ulman for participating in panel discussions
- Alyssa Bish for notetaking a break-out session.
- Kitty Farnham for helping with the site visit and moderating a panel.

- Alex McKay for being co-conspirator in chief for the site visit and participating in every aspect of it, including sponsoring the lunch for 50.

### **Finance Committee Report:**

Beth Stuart reported that the financials are positive. The Committee is working on the CFO search. There were four finalists, two of which withdrew, and the Committee is interviewing the others.

The new version of the FY'19 budget shows direct costs, allocable costs (e.g. utilities, IT), and in-kind expenditures. Jordan Marshall moved to approve the budget as presented, Mike Abbott seconded, and the motion passed unanimously.

### **President Report:**

Michele Brown presented the completed 2018 United Way Worldwide membership certification for Board review. UWA is in compliance with all membership standards. There was one explanation required on the “government agency led investigations” question: The State of Alaska, Gaming Division issued a notice of violation in September 2017 due to incomplete distribution of gaming proceeds in a timely manner as required by State law. Distributions were made to all recipient organizations, except to UWA, within the mandated time period. That small amount of funds was held in the “gaming account” to cover expenses incurred before the next round of gaming activity held during the traditional campaign period. According to statute, all net funds collected in a calendar year must be distributed within the following calendar year; none can be held for any reason. Subsequently, UWA distributed the funds from the gaming account to the UWA operating account to the satisfaction of the State. The State rescinded the notice of violation with no significant effect on UWA’s ability to conduct gaming activities.

### **Permanent Supportive Housing/Pay for Success:**

Michele Brown shared that two years ago UWA grappled with whether to apply for a federal “Pay for Success” grant, a huge and challenging undertaking; turns out it was the right decision to take on the challenge, but it’s even much more complex than originally thought. In short, permanent supportive housing is desperately needed for those homeless people hardest to house and most expensive to help. This is needed for better outcomes for them, and if we want reduce the drain on public and social services and create cleaner parks and public spaces. There is also a need to explore new financial models to pay for and sustain permanent supportive housing.

Monica Gross described the work bringing this together and has been aided by great community partners, including Municipality of Anchorage, Rasmuson Foundation, and Alaska Mental Health Trust, and by national technical assistance consultants. The goal is to make homelessness a rare, brief, and one-time event. The Coordinated Entry system connects people in need with appropriate housing and supports. It was implemented in February 2016 and works in a sequence of steps: a person or family is referred to a housing access point; an assessment determines level and type of needs; individuals are added to a prioritized by-name list; individuals are connected to appropriate housing and supports. As of March 2018, there are 356 people waiting for permanent supportive housing, and 417 waiting for rapid re-housing. A feasibility analysis showed that the cost to provide permanent supportive housing and reduced utilization of crisis services for the target population is basically the same as the current higher utilization of crisis services, but the community gets better outcomes.

Homelessness is a human tragedy and challenges the social fabric of communities. It is also an opportunity for health, corrections, and housing services to improve communication and collaboration.

Homelessness has real and widely dispersed fiscal costs – accruing to municipalities, boroughs, the State, the federal government, local businesses, and the homeless themselves. There is sufficient cost avoidance to sustainably fund operations of permanent supportive housing in Anchorage. Some payers will struggle to reallocate tomorrow’s cost avoidance to pay for today’s services. The Pay for Success financial concept includes attracting a broad range of investors to kick start system change; implementing evidence based interventions; considering cost avoidance; and allowing for risk sharing between government and other investors. Denver, Santa Clara, and Boston have done versions of Pay of Success. So that the community pay for the outcomes we want rather than the chaotic status quo.

### **Retreat Follow Up – Investment Products:**

Dan Clark reported that at the last meeting the Board reaffirmed the desire to stay the course on UWA business model. But, there is a need to laser focus on specifically how UWA could grow its relationships and investments into the goal focused work. And, this is in addition to continuing to keep workplace campaign strong and provide support to UWA community partners. The Board talked about thinking of UWA as a new start up and then brainstormed what UWA markets and to whom.

On the “what” question, the groups reported a continuum of ideas, ranging from refining UWA’s products to more discrete and project-like, to starting a new, separate organization; to better describing UWA products to appeal more to emotion; and to narrowing UWA products to one area. The next step is to concentrate on the “who.” In some ways, UWA is like a well-respected brand launching a whole new product line without a natural, obvious client base. That’s why the Board needs to drill down on finding that initial investor base. These are the people who will support and fuel UWA approach to addressing community problems. Knowing them will enable UWA to better determine the “what.” UWA needs to use knowledge of that base to inform the work, and then hopefully appeal to and garner more investors.

The previous Board discussion addressed the ways UWA finds people, the categories of people to look to, and how UWA might start engaging with them. Now, UWA needs to:

- winnow the groups of potential new donors for the most likely to garner a return;
- get the Board’s views on level of effort appropriate for different categories (e.g., 80% of time for X and 20% for Y); and
- gauge the Board’s interest in funding additional staff development or expertise to have the skills necessary to do this work.

The group report-outs offered the following suggestions:

| Who  | Prioritization   | Resources/Tools   |
|--|--|---|
| Small and medium businesses<br>High net worth individuals<br>(dental groups)<br>Retirees<br>Military<br>Rotary Clubs   | Most time spent on small<br>and medium businesses                    | Staff with different skill set is needed<br>to do this work. Pursue a trial with<br>new staff and within 18 months<br>success rate should be known.   |
| Native Corporations  | Spend time brainstorming<br>to flesh out issues with<br>Native Corps | Get priority groups together to<br>brainstorm ideas.  |
| Young people<br>Youth – long term shift<br>Gen Xers (40 – 56 years old)<br>who fill C-Suite and are<br>maturing in their philanthropic<br>and civic endeavors (and they<br>have brand loyalty) | Long term horizon  | Market Research<br>Use young entrepreneurs to help<br>brainstorm ways to build on ramps to<br>the road to UW giving or social<br>entrepreneur spin-off.<br><br>Network with TOC, investment<br>clubs. |
| Family foundations, especially<br>elders<br><br>TOC  | Near term horizon  |   |

Motion to adjourn was made by Mike Huston, seconded by Jordan Marshall, and unanimously approved.

Next Board meeting: August 15, 2018