

**United Way of Anchorage  
Board Meeting  
September 20, 2017, 4 p.m.  
Alaska Communications Business Technology Center**

**Members Present (15):** Mike Abbott, Belinda Breaux, Laurie Butcher, Joe Everhart, Dan Clark, Mike Dunn, Charles Fedullo, Rick Fox, Dick Mandsager, Jordan Marshall, Susan Parkes, Frank Paskvan, Natasha Pope, Beth Stuart, Janet Weiss

**RSVP Regrets (5):** Jay Butler, Keith Hand, Joe Marushack, Cory Quarles, David Wight

**Guest:** Nancy Burke, Housing and Homeless Services Coordinator, Municipality of Anchorage

**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 (April 19, June 13, and August 16 meeting minutes and August financials) as presented, Jordan Marshall seconded, and the motion passed unanimously.

**AGENDA ITEMS**

**Communications Update:**

Laura Brown reported that annual report is now available; people are spending twice as much time looking at it online than in the last two years.

UWA (through Strategies 360) conducted interviews with 6 current, 5 lapsed, and 5 potential donors (and a cross-section of genders, ages, and incomes) to explore donor opinions regarding: issues facing the community; how current, lapsed, and potential donors view UWA; concerns and preferences regarding charitable giving; gauging the effectiveness of UWA's messaging to inspire action and; understanding why donors lapsed and how to get them giving again.

Key findings are:

- UWA is viewed favorably – trusted, accountable, transparent, integrity. People want to know that their dollars aren't spent on admin costs and are having an impact on those who need help. Reputation is key in choosing where to give, and people felt UWA has a strong reputation. Many felt confident to donate to organizations listed/supported by UWA and comfortable allowing UWA to determine where their donations could be used.
- UWA focuses on important needs in the community and saw work in the local community as a real asset. While many knew who UWA partners are and UWA's main areas of focus, they were unable to provide specific details of UWA work. When those not familiar with UWA were shown its focus areas, they agreed that all were important and couldn't prioritize one over the others. After being shown more info about UWA, and most potential donors wanted to learn more. Learning more improved the participants' likelihood to support UWA or to increase their current level of support.
- Payroll deduction and the ability to designate donations are valued highly. Donors seem to have a desire to hear more about the impact their donations were making year round. Lapsed donors stopped giving because they retired or changed jobs – no payroll deduction and decreased

funds. Lapsed donors also felt that they could give directly to a non-profit and 100% of their dollars would go to a particular agency.

- UWA branding outreach activities are working. Early feedback on messaging allowed UWA to adjust campaign materials – they like that UWA is taking on the “big fight” to solve major issues. They felt “ending homelessness” was unachievable but that “making homelessness rare, brief and non-recurring” was realistic and achievable – something they could support. Message of “any size gift, when combined with others’ gifts, has an impact” was very well received and made people who could only give a small amount feel like they could make a difference. The advertising recall was more broad than deep. There was general recognition of having seen ads, but limited recollection of specific information. They specifically noted seeing people wearing Live United t-shirts around town and thought it was good exposure. In the fourth quarter of 2015, 43% had recalled seeing advertising for UWA and 30% had recalled seeing a story about UWA on the news.
- Increased violence, crime, and homelessness stood out as the biggest issues facing Anchorage. Drug use and alcoholism were felt to be part of the cycle of many experiencing homelessness, as was a perception that Native Alaskans moving to the city exacerbated the issue. The Mayor and city leadership generally seen as doing a good job of tackling the issues. The role of non-profits in helping tackle the issues was readily known, and more non-governmental help is needed because Alaskans don’t pay as much in taxes as other states.
- Strong concerns about the state of Alaska’s economy and its impact on Anchorage.

### **Executive Committee Report:**

Susan Parkes reported that the Committee serves as the Board Development Committee and recommends that Alexandra McKay, Vice President of Programs for Rasmuson Foundation, joins the Board. Rasmuson Foundation traditionally has a seat on the Board, due to the close partnership with UWA. Jordan Marshall moved to approve the resolution to elect new Board member Alexandra McKay as presented, Joe Everhart seconded, and the motion passed unanimously.

Kudos to FNBA for contributing \$500 to the Financial Fitness Fair effort.

UW Kenai has decided to dissolve effective 6/30/18. Staff is preparing detailed descriptions of how UWA will handle all matters related to donor designations to UW Kenai and Kenai area organizations, as well as assuming that UWA picks up no liabilities if it is assigned the zip code from UWW.

### **Resource Development:**

Elizabeth Miller reported that campaign is at \$770,000; this compares with only \$110,000 last year at this time. Kudos to Cory Quarles and Janet Weiss for their inspiring comments at kick off.

The two days of Day of Caring events included more than 300 volunteers from 11 local companies who tackled 23 projects at 16 agencies, and ConocoPhillips organized its own DOC efforts. Projects included cleaning and organizing the art room at Covenant House; running a bingo game at the Pioneer Home; prepping the garden beds and grounds for fall and winter at the Alaska Botanical Gardens; cleaning at the public library in Mountain View, and a hardy group from BP who persevered in gardening in the rain at the Fairview Lions Park.

Joy Lovitt reported 70 ECCs were trained. There are two Loaned Executives sponsored by CIRI and GCI. New and promising prospects include Matson, Odom, Spenard Builders, and The Hospitalists Group of doctors. Tocqueville cultivation reception is October 25 at Joe Marushack’s home. Board

members are encouraged to invite friends and colleagues. Mike Dunn encouraged Board members to do peer to peer asks as it helps create more enthusiasm and response.

### **Homelessness Update:**

Nancy Burke, the Municipality of Anchorage Housing and Homeless Services Coordinator, provided an overview of the Pay for Success financial model for use in homeless services, a joint effort by Municipality and UWA under a grant from HUD. This marries mission related impact investments with a collective impact program model. It harnesses resources outside of government and philanthropy; promotes new partnerships between sectors such as health care and homelessness and; engages private sector and market investors in social service arenas.

This effort changes cultures by moving beyond functions that support existing grants or funding streams, using innovative funding to implement new practices, and helping investors understand the complexities of social problems. Pay for Success works in the following way:

1. Government identifies a social issue with poor outcomes from existing approaches (examples: recidivism, chronic homelessness, early childhood education for school readiness).
2. Private funders, such as foundations, banks, businesses, and others provide up front capital to a high performing social service provider.
3. Service providers deliver the services and reach or exceed predetermined outcomes for success
4. Evaluators measure and monitor outcomes to ensure impact is achieved.
5. Government repays private funder's initial investments only if outcomes are achieved. Some models include payment back to service provider to incent performance and momentum of culture of change.

Traditional approaches are not meeting people's needs, nor are they financially sustainable, due to capital resources drying up, limited federal funding, uncertain health reform, provider fatigue, and more technical needs of population requiring additional sectors: health, mental health, substance use. Opportunities include community leadership, systemic change, deeper collaborations, and the potential for parallel bonding for capital needs.

Motion to adjourn was made by Joe Everhart, seconded by Jordan Marshall, and unanimously approved.

Next Board meeting: October 18, 2017