
United Way of Southeast Alaska
Board of Directors Meeting
Thursday, December 19, 2019
5:15 PM - 7:00 PM
3225 Hospital Drive, Suite 106
Teleconference: (800) 315-6338, Code: 32251#

I. CALL TO ORDER & INTRODUCTIONS– Chair Warren Russell
   1. Welcome New Board members Desiree Smith and Theresa Belton

II. APPROVAL OF AGENDA– Corrections/Additions

III. APPROVAL OF MINUTES– Corrections/Additions
    November 21, 2019 Meeting Minutes

IV. PRESENTATIONS–

V. COMMITTEE REPORTS–
   Resource Development:
      ▪ Finance Committee– Karmen Bowman, Mark Mesdag, Warren Russell
         o October Finance Report
      ▪ Campaign Committee– Warren Russell, Jennifer Treadway, Tom Sullivan
         o ANDAR Reports Sabrina Boone
         o Campaign pledge commitments from board members

   Donor Development & Sustainability–
      ▪ Events Committee–
      ▪ Nonprofit Executives– Joy Lyon, Erin Walker-Tolles

   Governance Committee:
      ▪ Board Development Committee– Warren Russell, Mark Mesdag
      ▪ Personnel Committee– Jennifer Treadway, Warren Russell

VI. STRATEGIC DISCUSSIONS– Strategic Plan, Awareness, Fundraising, Engagement (SAFE)

VII. OLD BUSINESS– President/CEO Evaluation

VIII. NEW BUSINESS–
      Adopt Change in Insurance coverage Policy
      Kindness Festival January 4, 2020 participation Noon 4:00 pm

IX. CHAIR REPORT– Warren Russell

X. PRESIDENTS REPORT– Wayne Stevens

XI. BOARD MEMBER COMMENTS–

XII. AJOURNMENT–

United Way of Southeast Alaska
Board of Directors Meeting
Thursday, December 19, 2019
5:15 PM - 7:00 PM
3225 Hospital Drive, Suite 106
Teleconference: (800) 315-6338, Code: 32251#

Next Meeting: January 18 2020

Vision Statement: "United Way of Southeast Alaska addresses individual needs and improves lives by organizing the caring and collaborative power of our communities"
## 2019 Board Member Attendance

<table>
<thead>
<tr>
<th>Term Ends</th>
<th>First Name</th>
<th>Last Name</th>
<th>1/25</th>
<th>2/21</th>
<th>3/21</th>
<th>4/18</th>
<th>5/16</th>
<th>6/20</th>
<th>7/18</th>
<th>8/15</th>
<th>9/19</th>
<th>10/17</th>
<th>11/21</th>
<th>12/19</th>
<th>% Attended</th>
<th>X</th>
<th>Total</th>
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<tbody>
<tr>
<td>Jan - 2023</td>
<td>Theresa</td>
<td>Belton</td>
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<tr>
<td>Jan - 2020</td>
<td>Karmen</td>
<td>Bowman</td>
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<td>X</td>
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<td>Cesar</td>
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<td>X</td>
<td>X</td>
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<td>63%</td>
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<tr>
<td>Jan - 2022</td>
<td>Cherie</td>
<td>Curry</td>
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<td>40%</td>
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<tr>
<td>Jan - 2021</td>
<td>Jennifer</td>
<td>Treadway-O'Dea</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>E</td>
<td>X</td>
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<td>89%</td>
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<td>Jan - 2022</td>
<td>Janey</td>
<td>Lester</td>
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<tr>
<td>Jan - 2020</td>
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<td>Lyon</td>
<td>E</td>
<td>X</td>
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<td>78%</td>
<td>7</td>
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<tr>
<td>Jan - 2019</td>
<td>Mark</td>
<td>Mesdag</td>
<td>X</td>
<td>X</td>
<td>E</td>
<td>X</td>
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<td>9</td>
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</tr>
<tr>
<td>Jan - 2021</td>
<td>Sasha</td>
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<td>X</td>
<td>E</td>
<td>E</td>
<td>X</td>
<td>E</td>
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<td></td>
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<td>2</td>
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<tr>
<td>Jan - 2020</td>
<td>Fred</td>
<td>Parady</td>
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<tr>
<td>Jan - 2021</td>
<td>Warren</td>
<td>Russell</td>
<td>X</td>
<td>E</td>
<td>X</td>
<td>X</td>
<td>E</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td></td>
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<td>7</td>
<td>9</td>
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<tr>
<td>Jan - 2022</td>
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<td>Ryan</td>
<td>X</td>
<td>T</td>
<td>X</td>
<td>E</td>
<td>X</td>
<td>X</td>
<td>E</td>
<td>E</td>
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<td></td>
<td>67%</td>
<td>6</td>
<td>9</td>
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<tr>
<td>Jan - 2022</td>
<td>Desiree</td>
<td>Smith</td>
<td></td>
<td></td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Jan - 2019</td>
<td>Robbie</td>
<td>Stell</td>
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<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Jan - 2021</td>
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<td>Sullivan</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>E</td>
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<td>X</td>
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<td>56%</td>
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<tr>
<td>Jan - 2021</td>
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<td>Walker-Tolles</td>
<td>X</td>
<td>T</td>
<td>T</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>E</td>
<td>T</td>
<td></td>
<td></td>
<td>89%</td>
<td>8</td>
<td>9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total # of Board Members

| Attendance | 10 | 8 | 7 | 8 | 7 | 11 | 11 | 11 | 11 | 11 | 11 | 10.10% | 68 | 97 |

### Average Percentage Attending

- X = Attended
- T = Teleconferenced
- E = Excused
- A = Absent

<table>
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<tr>
<th>Percentage</th>
<th>83%</th>
<th>73%</th>
<th>64%</th>
<th>73%</th>
<th>64%</th>
<th>54%</th>
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<th>82%</th>
<th>36%</th>
<th>0%</th>
<th>73%</th>
<th>0%</th>
<th>100%</th>
</tr>
</thead>
</table>
I. CALL TO ORDER & INTRODUCTIONS

Chair Warren Russell called the meeting to order at 5:25pm

II. APPROVAL OF AGENDA

Chair Russell asked for the Approval of the Agenda

Motion: Board Member Sullivan moved to adopt the agenda as presented. Past Chair Mesdag seconded.

With no objection Agenda adopted as presented

III. APPROVAL OF MINUTES – Corrections/Additions

Motion: Chair Russell moved to approve the minutes from August 15th, 2019 pending spelling corrections. Board Member Sullivan seconded the motion to approve the minutes.

With no objection motion adopted

Motion: Board member Mesdag moved to approve the meeting notes from September 19th, 2019 due to a lack of a quorum during the meeting. Board Member Sullivan seconded the motion to approve the minutes.

With no objection motion adopted

IV. PRESENTATIONS – Shari Paul, AmeriCorps Program update

Shari Paul program director of AmeriCorps provided a brief update of the progress of the current AmeriCorps cohort members. The board was informed the cohort has been reduced by one member due to personal reasons. Shari Paul told the board that health and wellness of the members has been a big focus of hers as of late. Shari informed the board she has completed her first round of host site check-ins with host site supervisors and that the visits have all had positive results. Shari told the board she aims to focus more locally for recruitment in the upcoming year and is currently working with an AmeriCorps member to create a recruitment video. Shari asked board members to attend host site recruitment and education meetings she is planning for Tuesday December 10th at the Downtown Library from 12:10 pm - 1:00 pm and at the Valley Library between 5:00 pm – 5:45, her goal is to add 3-5 additional host sites next year.

V. COMMITTEE REPORTS –

Resource Development:

Vision Statement: "United Way of Southeast Alaska addresses individual needs and improves lives by organizing the caring and collaborative power of our communities"
Vision Statement: "United Way of Southeast Alaska addresses individual needs and improves lives by organizing the caring and collaborative power of our communities"
larger impact on Adverse Childhood Experiences (ACE’s) in the community and that JCF may now be the main community conveners in Juneau.

- **Nonprofit Executives** – Joy Lyon, Erin Walker-Tolles

  Board Member Lyon shared that she has viewed success in the ROCK Juneau program now that UWSEAK is overseeing the program. Board Member Lyon suggested that it could provide indicators from collected data in efforts to tell UWSEAK’s “story” to further educate the community.

**Governance Committee:**

- **Board Development Committee** – Warren Russell, Mark Mesdag

  Chair Russell reported that Board members Kendri Cesar and Cherie Curry have tendered their resignations to the Board. Subsequently, he, Past Chair Mesdag Chair Elect Treadway and staff met with two potential candidates for board seats. Desiree Smith with the Juneau Radio Center and Theresa Belton, CFO with Central Council Tlingit Haida Indian Tribes of Alaska have both expressed interest in serving on the board. The committee is recommending that Ms. Smith and Ms. Belton be elected to the Board.

- **Personnel Committee** – Jennifer Treadway, Warren Russell

  Chair Elect Treadway and Chair Russell advised the board that they have begun the process of conducting the annual review of President/CEO Stevens. Treadway expressed the importance of completing the review in a timely manner and asked all board members to complete and return before the deadline of Dec 1st, 2019.

**VI. STRATEGIC DISCUSSIONS** – Strategic Plan, Awareness, Fundraising, Engagement (SAFE)

**VII. OLD BUSINESS** – Board Self-Assessment discussion, Samantha Dye

  Samantha Dye led discussion to aid the board in defining their ongoing goals. It was noted that UWSEAK may not be the community facilitator anymore and is currently moving out of that role. The board expressed a desire to identify UWSEAK’s future role in the community in future meetings. Board member Mesdag shared that UWSEAK has been in many different roles since the beginning of his time on the board over the past ten years and this adjustment is natural and indicates growth and change in the community. Ms. Dye expressed to board that UWSEAK is unique in the community because it collects many small donations and has an opportunity to capture that specific audience.

**VIII. New Business**

- **Resignation of Board Members Cesar and Curry**

  As reported by the Board Development Committee Board members Cesar and Curry have tendered their resignations to the board. It would be appropriate to formally acknowledge the resignations and accept with regrets.

  **Motion:** Chair Elect Treadway moved to accept with regrets the resignation of Board Members Kendri Cesar and Cherie Curry. Board members Mesdag seconded the motion.

  **Motion adopted unanimously**

- **Election of New Board Members**

  Vision Statement: "United Way of Southeast Alaska addresses individual needs and improves lives by organizing the caring and collaborative power of our communities"
As reported by the Board Development Committee, Theresa Belton and Desiree Smith have expressed interest in serving on the Board of United Way of Southeast Alaska. After meeting with each candidate the committee is recommending their election to the Board.

**Motion:** Past Chair Mesdag moved to elect Desiree Smith to the UWSEAK Board. Treasurer Bowman seconded the motion.  
Motion adopted unanimously

**Motion:** Treasurer Bowman moved to elect Theresa Belton to the UWSEAK Board. Board Member Sullivan seconded the motion.  
Motion adopted unanimously

- **Giving Tuesday Effort**  
Giving Tuesday was discussed with board members; Samantha Dye suggested setting a new goal in addition to thanking donors this year. Board member Lyon suggested sending the Giving Tuesday information to partner agencies so that they can include the information on their website as well as UWSEAK.

- **United Human Services (UHS) Letter of Support**  
President Stevens pointed out the letter of support for the UHS Nonprofit Center. United Way has been involved in the project since the inception of the concept more than 15 years ago. The letter is a nonbinding letter of commitment to United Way leasing space in and supporting the development of a community nonprofit center. Staff answered questions and concerns  

**Motion:** Chair Elect Treadway moved to authorize the signing of the nonbinding letter of Commitment for the United Human Services nonprofit center  
Motion adopted unanimously

**IX. CHAIR REPORT** – Warren Russell

**Coeur Community Advisory Group Meeting**  
Chair Russell informed the board that his presentation to Coeur Alaska was a positive and useful presentation having positive feedback, he shared that he was thanked for all UWSEAK does and has encouraged the board for further engagement of COURE as they support the reading tutor program.

**Board changes**  
Chair Russell noted that Chair Elect Treadway will be taking over the Chair position in two months. He asked the board to brainstorm ideas for the annual banquet that is upcoming up in January 2020.

**President/CEO Annual Evaluation feedback**  
Chair Russell encouraged board members to finish President Stevens’ evaluation in a timely manner reminding board members of its importance.
Annual Campaign focus

Chair Russell reiterated the import role each board member holds as they are representing UWSEAK to the community and the need to encourage business contact to conduct a workplace campaign with their employees.

X. PRESIDENTS REPORT— Wayne Stevens

President Stevens updated the board on his recent trip to Sitka as he spoke at the Sitka Legacy Fund, Funders Summit panel. Stevens informed the board that he encourages participants to support starting the effort of encouraging gift giving and donation earlier in life so that leaving a legacy gift is more plausible.

Stevens informed the board that the nonprofit agency WAVE in Petersburg is currently going through the application process of becoming a UWSEAK partner.

Stevens updated the board on his attendance to the Salvation Army annual appreciation luncheon

President Stevens told the board that UWSEAK was awarded $500.00 from the Harbor Masters Association as a part of their annual conference in Juneau. Port Director Carl Uchytil made the presentation.

President Stevens reported that in lieu of the approved bonus, he was contracting with Dye Consulting to do some job coaching. The bonus would require taxes be paid by UWSEAK and this way we would save the tax liability. It was something that Stevens felt was important as he develops a transition plan and process for the next thirty months until he retires.

President Stevens invited board members to attend the Big Check presentation to the Juneau School District for support of the Universal Breakfast program on Monday November 25th at 7:30 am

XI. BOARD MEMBER COMMENTS—

XII. AJOURNMENT—

The meeting was adjourned at 7:09 pm

Next Meeting: December 19 2019

Vision Statement: "United Way of Southeast Alaska addresses individual needs and improves lives by organizing the caring and collaborative power of our communities"
United Way collaborate with communities and agencies across Southeast Alaska to strengthen and inspire the Health, Education, & Income Stability of all individuals.

**United Way of Southeast - 2020 Priorities**
re-evaluated at 11/21/19 Board Meeting

**Tell the Story: the overarching focus for the Board**

**Gather & Share Community Impacts**

1. Gathering data from past years
   
   *See if Kyle gathered data - Millie interested in looking at data*

2. Link data to community impacts
   
   *Possible to involve McDowell?*
   
   *ROCK Juneau group is doing some work with measurements, United Way’s dashboard and indicators*

3. Find new ways to share the United Way SE story & the impacts
   
   *Base the sharing on “nuggets” and noteworthy events, broadcast it*

4. Continue to develop monthly Andar snapshot
   
   *Ongoing learning on how to find and use the data*

**Re-engage Partner Agencies**

1. Recognize “meeting fatigue” of partner agencies & shift in role
2. Clarify United Way’s role (internally) with Partner Agencies
   
   *If we are no longer the convener, what are we?*

**Structured Campaign Approach**

1. Create ways of reaching out to donors based on good data (Andar)
2. Reach out to past board chairs
   
   *To be board member, help with campaign, telling the story, etc*

**Develop a 3-5 Strategic Plan**

1. Brainstorm & clarify United Way’s role in the community
2. Set priorities and actions for desired next steps
MINUTES of the Finance Committee Meeting

Date of meeting: December 13, 2019  Time: Noon

Place: Elgee, Rehfeld Conference Room

Members Present (first & last name): Warren

Members absent (excused): Karmen Bowman, Jennifer Treadway

Other persons present: Wayne Stevens, Sari Bailey, Staff Accountant UWA via teleconference

Chairperson: Karmen Bowman

ITEMS DISCUSSED: October Finance report, FY 202 budget, Committee member asked questions of staff accountant, who will respond via email to staff. Stevens reported that he had spent the afternoon of 12/3 in UWA offices working with staff accountant on budget format and presentation. New template has been drafted and Stevens will present to committee at next meeting in January

DECISIONS MADE: Approve October Finance Report as presented

RECOMMENDATIONS TO BOARD FOR APPROVAL: Approve October Finance Report as presented

Adjourned at: 12:30pm
## Financial Summary

### Revenues

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<th>Prior YTD Actuals</th>
<th>Year to Date Budget</th>
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<td><strong>Fall 19 Campaigns</strong></td>
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<tr>
<td>Private Cpgn to UW</td>
<td>23,870</td>
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<td>23,870</td>
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<tr>
<td>Community Impact Revenue</td>
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<td>Designations from Other United Way</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>SHARE to UW</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>CFC to UW</td>
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<td>Less Designations Expense</td>
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<td>Uncollectible Pledge Expense</td>
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<td><strong>Net Campaign Revenue</strong></td>
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<td>15% Designation Processing Revenue</td>
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<td><strong>Subtotal Campaign</strong></td>
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<td>Non-Campaign Income</td>
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<td>Community Impact</td>
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<td>Other Expenses</td>
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### Assets, Liabilities & Equity

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<td>Accounts Receivable</td>
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<td><strong>Liabilities &amp; Equity</strong></td>
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<tr>
<td>Agency Designations Payable</td>
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<td>(312)</td>
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<tr>
<td><strong>Total Liabilities &amp; Equity</strong></td>
<td>111,561</td>
<td>108,140</td>
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### Campaign Summary

#### Fall 18

- **Total Campaign Pledges**: 208,865
- **Designated to UW**: 146,508
- **Designated to Agencies**: 62,357
- **Total Collections to date**: 175,697
- **% Collected**: 84%

#### Fall 19

- **Total Campaign Pledges**: 23,870
- **Designated to UW**: 13,670
- **Designated to Agencies**: (10,200)
- **Total Collections to date**: 40,331
- **% Collected**: 169%
In less than 3 weeks, Juneau will be celebrating our 2nd Annual Kindness Festival. I’m reaching out to invite your department/organization to host a table at the event, along with about 25-30 community resource organizations. Each of you represent an important team that serves & benefits families and youth in Juneau. It is a unique (and totally positive) social opportunity to informally connect with parents, children, teens and young adults.

On Saturday, January 4, 2020, from 12 noon to 4 PM, R.O.C.K. Juneau (Raising Our Children with Kindness) and other community partners will be hosting the 2nd Annual Juneau Kindness Festival at the Elizabeth Peratrovich Hall downtown. Last year, approximately 600 people enjoyed the afternoon, rating the event as a 9 or 10 on a scale of 0-10.

The 2nd Annual Juneau Kindness Festival will be a free, very fun & inclusive event to celebrate kindness and gratitude for our neighbors and our community, as well as an opportunity for children, teens and families to engage with resources for well-being, learning & fun.

Once again, we will have healthy snacks, cultural dance performances, community resource tables and prizes, and DJ Manu will be rocking the room with a variety dance music.

**We invite you to host a resource table!** This is an opportunity for you to engage in conversations about your resources, events and passion for supporting equity, health and learning/development in Juneau. Our expectation is that each resource table be engaging and interactive, with valuable service and information to those that visit. Please be prepared to engage with attendees of all ages and needs with an activity that initiates a meaningful connection.

Each festival participant will be encouraged to visit resource tables in an effort to ‘fill their kindness card’ receiving an inked stamp from each resource they visit. Last year, we had 18 tables & 59% of attendees visited 5-9 tables, with 41% who visited 10-18 tables! This year we’re doubling our invitation list!
There is no charge for hosting a resource table, and we’d like to suggest that your organization bring a shelf stable food items donation for the SE Alaska Food Bank. One table and two chairs will be available to each resource table. Please have at least one person at your table, two is preferable. On the day of the event, set up will begin at 10 AM and clean up must be completed by 5 PM.

Please also consider donating to our stash of prizes, such things as a gift card for groceries or a meal, a toy, passes or free enrollment in an activity or class. Last year, — food — was the most appreciated prize.

If you’re interested and ready to invest in this day for kindness and connections, please complete the attached registration form. The **application period will close, Friday, December 20th**. If you have any questions, please email or call Becky Roth at **ROCKJuneau@gmail.com**, 907-209-7393.

Thank you & we hope to BE with you at the 2nd Annual Juneau Kindness Festival!

A warm and safe holiday to you & yours!

—becky.

Becky Roth,  
R.O.C.K. Juneau Coordinator  
Fiscal Host - United Way of SE Alaska  
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Community Resource Table Registration Form

The 2nd Annual Juneau Kindness Festival will be a free, very fun & inclusive event to celebrate kindness and gratitude for our neighbors and community, as well as an opportunity for children, teens & families to engage with resources for well-being, fun and learning.

DJ Manu will keep the room moving with a mix of music and we’ll have healthy snacks, several dance performances, prizes & engagement with many organizations!

If you would like to host a table, please complete this form & return it to Becky Roth by December 12th at ROCKJuneau@gmail.com. Your registration will be confirmed by email.

There is no charge for hosting a resource table, and we’d like to suggest that your organization bring a shelf stable and/or canned goods donation for the SE Alaska Food Bank.

One table and two chairs will be available to each resource table. Please have at least one person at your table throughout the afternoon, two is preferable.

On the day of the event, set up will begin at 10 AM and clean up must be completed by 5 PM.

Organization Name:

Contact person with email & phone number:

Very brief description of your area of focus & way(s) you’ll engage & inform Festival participants:

Additionally, we are planning to donate the following for a participant prize(s) (Donations can be brought on the day of the Festival or Becky can pick them up beforehand):
Dear United Way SE Alaska, Board of Directors,

This week, R.O.C.K. Juneau is co-hosting two important community meetings. On Monday, December 16th, 30 community members (including 3 school board members) participated in a Youth Data Measures Review meeting to discuss and prioritize 19 different measures for school & health success. There was a robust conversation about how to ‘measure‘ the softer and essential efforts around connection and engagement. A follow-on workgroup will continue to expand and address this opportunity to align measurement indicators.

On Thursday, December 19th, about 25 community partners are expected to attend a Youth Substance Use/Misuse Prevention meeting at JAMHI. We’ll be identifying what services and supports are on-the-ground right now for Juneau youth, and where there are gaps. Here are several key results from Juneau’s 2 traditional high schools, 2017 Youth Risk Behavior Survey (YRBS):

• 18.5% of students reported smoking cigarettes or cigars, or used smokeless tobacco (including Iqmik) or electronic vapor products during the past 30 days.
• 25.9% of students reported having at least one drink of alcohol on at least one of the past 30 days (current alcohol use).
• 19.1% of students reported using marijuana one or more times during the past 30 days.
• 41% of students reported ever using marijuana, cocaine, solvents, heroin, methamphetamines, ecstasy, synthetic marijuana or abuse prescription pain medicine in the past 30 days.

Again, both of these continuing workgroups will result in significant aligned efforts into 2020.

The 2nd Annual Kindness Festival will be Saturday, January 4th, 2020 at the Elizabeth Peratrovich Hall, downtown from 12 noon to 4 PM. We have some exciting door prizes and about 30 local resource organizations are hosting a table at the Festival. We hope to see United Way of SE Alaska there again!

We will continue to work with you and many others, to improve lives of youth and families in Juneau. Thank you for your support.

Sincerely yours,

Becky Roth

Becky Roth, R.O.C.K. Juneau Coordinator
ROCKJuneau@gmail.com
907-209-7393
CERTIFICATE OF INSURANCE

Staff members occasionally must carry out United Way activities and/or duties outside of the office. In these cases, staff members must use their personal vehicles for transportation. For this reason, the United Way of Southeast Alaska requires a Certificate of Insurance from all staff member's insurance companies. A Certificate of Insurance is a document from the staff member's insurance company stating that the employee's vehicle has the minimum levels of insurance in effect as required by the laws of the State of Alaska.

CERTIFICATE OF LIABILITY INSURANCE

Staff members occasionally must carry out United Way activities and/or duties outside of the office. In these cases, staff members must use their personal vehicles for transportation. For this reason, the United Way of Southeast Alaska requires a Certificate of Liability Insurance from all staff member's insurance companies. A Certificate of Liability Insurance is a document from the staff member's insurance company stating that the employee's vehicle has the minimum levels of insurance in effect as required by the laws of the State of Alaska.
Statement on the Purpose of a Corporation

Americans deserve an economy that allows each person to succeed through hard work and creativity and to lead a life of meaning and dignity. We believe the free-market system is the best means of generating good jobs, a strong and sustainable economy, innovation, a healthy environment and economic opportunity for all.

Businesses play a vital role in the economy by creating jobs, fostering innovation and providing essential goods and services. Businesses make and sell consumer products; manufacture equipment and vehicles; support the national defense; grow and produce food; provide health care; generate and deliver energy; and offer financial, communications and other services that underpin economic growth.

While each of our individual companies serves its own corporate purpose, we share a fundamental commitment to all of our stakeholders. We commit to:

- Delivering value to our customers. We will further the tradition of American companies leading the way in meeting or exceeding customer expectations.

- Investing in our employees. This starts with compensating them fairly and providing important benefits. It also includes supporting them through training and education that help develop new skills for a rapidly changing world. We foster diversity and inclusion, dignity and respect.

- Dealing fairly and ethically with our suppliers. We are dedicated to serving as good partners to the other companies, large and small, that help us meet our missions.

- Supporting the communities in which we work. We respect the people in our communities and protect the environment by embracing sustainable practices across our businesses.

- Generating long-term value for shareholders, who provide the capital that allows companies to invest, grow and innovate. We are committed to transparency and effective engagement with shareholders.

Each of our stakeholders is essential. We commit to deliver value to all of them, for the future success of our companies, our communities and our country.

August 2019
In recent weeks, the Business Roundtable’s updated statement on the purpose of a corporation has put a charge through the business and non-profit communities. If you missed it, the Roundtable announced in August that each of its companies have committed to:

- Delivering value to their customers
- Investing in their employees
- Dealing fairly and ethically with their suppliers
- Supporting the communities in which they work
- Generating long-term value for shareholders

Historically, the Roundtable held a more shareholder-focused view of business. While the organization still recognizes that profits are critical to a company’s success, its leaders increasingly appreciate that success runs deeper.

Their statement reminds me of PepsiCo’s ‘Performance with Purpose.’ First introduced in 2006 by former CEO Indra Nooyi, Performance with Purpose committed PepsiCo to delivering “top-tier performance while being responsive to the needs of the more than 200 countries and territories” the company serves around the world.

In other words: the strength of the company should be leveraged for the strength of its communities.
In the wake of the Business Roundtable’s August announcement, United Way and many other non-profits hailed the group’s shift. At United Way, we’ve been beating this drum for years, and today more and more people are realizing that businesses need a wider definition of success.

Much of the Roundtable’s shift can be traced to what business leaders see happening across our society. We have profound challenges, such as increasing inequality, rising migration rates and weak trust in institutions. Cross-sector approaches are the only approaches that can deliver scalable and sustained solutions to these challenges. More than ever, we need all sectors to pitch in.

Forty-eight members of the Business Roundtable are among United Way’s Global Corporate leaders. They support our work and encourage their employees to volunteer and lend their expertise in the community. Yet as more companies define community support as part of their core purpose, they will increasingly build community strengthening into their products, supply chains, long-term plans and more.

We are only as strong as the communities in which we live and work. As people demand more from business and companies increasingly realize their important role in developing solutions, we all stand to benefit.

#SharedPurpose #LiveUnited #communities
INTRODUCTION
The purpose of a fundraising communications toolkit for board members is to provide them with the “tools” that they need to effectively raise funds for your organization. As board members are often in a face-to-face situation where they are speaking with potential donors on behalf of the organization, this recommended toolkit focuses on providing key information about the organization to board members, often in a script format or a concise document with easily-digestible bullet points. Information of this kind needs to be provided in spoken language, not written language, so that it is easy for board members to use the information in conversation.

Although the development of the toolkit will likely be a staff-driven project, the toolkit will be much more effective if it is developed in collaboration with the board members on the development committee. The development committee can make recommendations for the table of contents, review the content that the development staff prepares, and advocate the use of the toolkit to other board members.

This toolkit should be designed to be an easy-to-use reference tool. A clear and detailed table of contents or index is essential. There should be clear headers within each section, and plenty of white space on each page. Board members may sit down and read the toolkit all at one time, but they may just as likely refer to it only when looking for a particular piece of information. Therefore, some information may be included more than once in the toolkit (for example, a “key selling point” may also show up as a talking point about the need that the organization serves).

Finally, you may want to design and develop your toolkit so that it can be easily customized for particular board members. For example, you may have one board member who is interested in raising funds for a particular program. It would be helpful to have a fact sheet about that program in that particular board member’s toolkit, but it would not be necessary to have the program fact sheet in every person’s toolkit. You can decide which pieces from the “core” kit to include, and then have optional sections that can be added for particular board members as needed.

TALKING POINTS ABOUT THE ORGANIZATION
(e.g., The Case for Support Written for Conversation)
This section should include talking points about the organization, which will come directly from the case for support. A written case for support is often composed in language that does not feel natural when spoken and can often be quite lengthy. This toolkit should provide board members with a script that they can use to speak concisely and clearly with someone about your organization. Even though the essence of the talking points will come from the case support, it should not be the case for support verbatim.

Possible sections within this area include are listed below:
1. The “elevator” speech: How to describe your organization in 2 minutes.
2. Why should someone give to your organization? What is the need that you are addressing?
3. What does your organization do? Provide overview of programs and services.
4. Who does your organization work with? Who are its customers and clients?
KEY SELLING POINTS OF THE ORGANIZATION
This section will include impressive facts about your organization that catch people’s attention. Some aspects of the key selling points may have already been included in the talking points section above.

This section could consist of particular authority your organization has (“We provide the seal of approval for ‘X.’”); impressive information about who or how many clients you serve (“We serve over 1,000,000 people annually.”); any impressive awards your organization has received (“We received the ‘X’ award from the state.”); impressive statistics about how your organization is run (“We only have five paid staff but over 500 volunteers who make all of our services possible.”); or the uniqueness/indispensability of the service you provide (“We are the only shelter for battered women in the five-county region,” or “We are the only museum solely devoted to children’s literature in the country.”).

OUTCOMES, EVALUATION, AND EFFECTIVENESS
Funders ask nonprofit leaders the following questions: “How do you define success?” and “How do you measure your efforts?” Board members must be able to answer this question confidently. Items that could be included in this section include the following:
1. Outcomes achieved by your organization, preferably in quantifiably measurable terms and as they relate to goals
2. Information about the evaluation efforts undertaken by your organization, and the results
3. Data about demand for your services
4. Data about efficiencies in your organization’s operations

STORIES AND TESTIMONIALS
Recounting a personal story from a client is often the best and easiest way for a board member to talk about what your organization does. Also, board members often find testimonials personally motivating, which builds their confidence when fundraising. This section should include three or so of the best or most inspiring stories that are easy for a board member to relate. Be sure that no stories encroach upon a confidentiality agreement that the client may have with your organization.

HOW YOUR ORGANIZATION IS FINANCED
Potential donors want to know how your organization is financed. This section should include information about the sources of income for your organization, such as earned income sources, government grants, foundation or corporate grants, and individual donations. It is also helpful to include some numerical data, such as
- earned income versus donations as a percentage of budget
- administrative/overhead costs as a percentage of budget
- fundraising costs as a percentage of budget
- unrelated business income as a percentage of budget

Please note that this data does not necessarily indicate success or failure at fundraising and should not be framed in that context.

OTHER POSSIBLE SECTIONS TO INCLUDE IN THE TOOLKIT
Your organization may find it useful to include other sections in order to guide your committee members in solicitation and communication. The following list provides further possibilities, always leaving an open door for whatever works best for you:
- Fact sheets on primary programs and services
- Sponsorship opportunities
- Synopsis of a current strategic plan
- List of all funders
Meetings

11/22 – KINY Sharing is Caring food drive at Foodland IGA and Super Bear IGA
11/25 – Universal Breakfast check presentation at Harborview; Foraker Public Policy committee
11/26 – Rotary meeting
11/27 – Samantha Dye DISC conversation; Janey Lester Board discussion
12/2 – Katie Abbott & Karla Burkhead ServeAlaska CNCS AmeriCorps program
12/3 – Meet w/ Wanetta Ayers Commonwealth North; UWA office w/Sari Bailey, Accounting Manager; Cheryl Teller, Information Manager; Cassandra Stalzer, Vice President, Resource Development; Vanessa Aszmus, Information Management Director;
12/4 Foraker Strategic Planning meeting; United Way of Anchorage Board meeting
12/5 – Chamber meeting
12/6 – Bill Peters teleconf re BBBS statewide merger; Michelle Brown CEO United Way of Anchorage
12/9 – Becky Roth, ROCK Juneau budget
12/10 – Rotary meeting; Juneau Community Foundation staff retention discussion;
12/11 – Rotary bell ringing for Salvation Army
12/12 – Juneau Community Foundation Public meeting on Hope Fund applications
12/13 – UWSEAK Finance Committee
12/16 – STEPS Grant data discussion; Juneau Community Foundation Health listen & learn
12/17 – Rotary meeting
12/18 – Foraker Diversity, Equity & Inclusion webinar; Board Orientation; United Way Board meeting
12/19 Wells Fargo Advisory board; UWW Transformation teleconf; Chamber meeting; United Way board meeting

Worked on Following Tasks –

- AmeriCorps finance reports
- Close out of 2018-19 AmeriCorps Grant
- Board Orientation
- Pledge & Finance reporting with ANCUW staff
- FY 2020 Budget format and development
- Annual meeting planning