
United Way of Southeast Alaska
Board of Directors Meeting
Thursday, May 16, 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

II. APPROVAL OF AGENDA – Corrections/Additions

III. APPROVAL OF MINUTES – Corrections/Additions
   April 18, 2019 Annual Meeting Minutes

IV. PRESENTATIONS –
   1. Rachel Iafolla, AmeriCorps Volunteer serving at AEYC-SEA
   2. Anna Varley, AmeriCorps Volunteer at CHOICE
   3. Kyle Sherbine, AmeriCorps Volunteer serving SEARHC

V. COMMITTEE REPORTS –
   Resource Development:
   - Finance Committee – Karmen Bowman, Treasurer, Mark Mesdag
     o March Finance Report
   - Campaign Committee – Kendri Cesar, Warren Russell, Jennifer Treadway, Tom Sullivan
   - Donor Development & Sustainability –
   - Events Committee – Karmen Bowman, Sasha Moore, Robbie Stell
   - 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)
   UWSEAK Board Assessment – Samantha Dye

VII. OLD BUSINESS –

VIII. NEW BUSINESS –
   Election of Secretary –
   United Way as Fiscal Sponsor for ROCK Juneau

IX. CHAIR REPORT – Warren Russell

X. PRESIDENTS REPORT – Wayne Stevens

XI. BOARD MEMBER COMMENTS –

XII. AJOURNMENT – Next Meeting: June 20, 2019

Vision Statement: "United Way of Southeast Alaska addresses individual needs and improves lives by organizing the caring and collaborative power of our communities"
<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>
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<td>Karmen</td>
<td>Bowman</td>
<td>X</td>
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<tr>
<td>Jan - 2020</td>
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<td>Cesar</td>
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<tr>
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<tr>
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<tr>
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<tr>
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<td>Warren</td>
<td>Russell</td>
<td>X</td>
<td>E</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Jan - 2022</td>
<td>Millie</td>
<td>Ryan</td>
<td>X</td>
<td>T</td>
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<td>E</td>
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<tr>
<td>Jan - 2021</td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>E</td>
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<td>3</td>
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<tr>
<td>Jan - 2021</td>
<td>Erin</td>
<td>Walker-Tolles</td>
<td>X</td>
<td>T</td>
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<td>X</td>
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<td>Total # of Board Members</td>
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<td>13</td>
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<td></td>
<td>Average Percentage Attending</td>
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<td>73%</td>
<td>64%</td>
<td>73%</td>
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<td>0%</td>
<td>0%</td>
<td>24%</td>
<td></td>
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</tr>
</tbody>
</table>

X = Attended  T = Teleconferenced  E = Excused  A = Absent
CALL TO ORDER & INTRODUCTIONS

Chair Russell called the meeting to order at 5:20 pm. A quorum was established with 8 members present.

APPROVAL OF AGENDA

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

Chair Russell asked if there were any objections to adopting the agenda as presented. Members expressed no objections to the adoption of the agenda as presented.

With no objections, the agenda was adopted as presented.

APPROVAL OF MINUTES

Motion: Secretary Treadway-O’Dea moved to approve the minutes of the March 21, 2019 Board of Directors Meeting. Board Member Moore seconded the motion.

Motion to approve minutes as presented was approved unanimously.

PRESENTATIONS - AmeriCorps Members shared a brief synopsis of their service work and background for board members to learn a bit about them and their host programs. Presentation were made by Stacy Kimbrough, AmeriCorps Volunteer serving at SERRC; Norman Alexander, AmeriCorps Volunteer at Family Promise; and Marisa McConnell, AmeriCorps Volunteer serving AWARE. Board was very appreciative of presentations and opportunity to learn about the AmeriCorps Volunteers and their service at the host sites.

COMMITTEE REPORTS

Resource Development:

- Finance Committee- Board Members Bowman, Mesdag, Russell

Finance committee had not yet met to review the February finance statement. Treasurer Bowman noted some discrepancies in the report and asked Stevens to clarify numbers. It appears that the cells in the Excel spreadsheet are importing incorrectly from the MIP accounting system. Stevens will contact Anchorage accounting person and get these items corrected.
Campaign Committee- Board Members Cesar, Mesdag, Russell, Treadway-O’Dea, Sullivan

Chair Russell noted that Board Member Cesar had worked with staff to develop template letters for board members to use when asking for donations. Two options have been made available for use: 1) Financial Investor Letter and 2) Leadership Giving Letter. Both templates have been emailed to all board members as well as added to the “Secure Page for Board Members Only” page on the United Way of Southeast Alaska’s website. Board Chair Russell asked if any board members had availed themselves of the opportunity. None had.

Donor Development and Sustainability

- **Events Committee-** Board Members Bowman, Moore, Mesdag, Lyon

Cruise for a Cause plans are finalized with Ernestine Hayes (Author/Professor at UAS) as the guest speaker. Board members were reminded that the cruise will be held on May 2, 2019. With the planned absence of Chair Russell Past Board member, Events Committee member Robbie Stell has agreed to serve as MC for the evening. She worked with Ernestine Hayes at the university and is delighted to serve as MC. Ticket sales are slow, but expected to pick up as we get closer to the date of the event.

There is strong interest in trying to develop a Tough Mudder type event. Chair Russell asked for volunteers to meet and discuss the concept. He, Treasurer Bowman, Past Chair Mesdag, and Board Member Joy Lyon all volunteered to meet to develop the concept.

- **Nonprofit Executives-** Board Members Lyon, Walker-Tolles

Board Member Lyon and Board Member Walker-Tolles met with Stevens on Monday, April 15 and discussed ways to improve engagement with our nonprofit partners. We are seeing less engagement with them (e.g. attendance at nonprofit leaders meetings, identifying their agency as a United Way partner). Rather than try to convene a focus group with that as the stated purpose, we would like to invite Executive Directors and one or two other leaders at their agency to a roast to celebrate Stevens’ eight years of service and birthday. At that event, we will highlight the value of United Way and solicit their input at that event.

It will offer an opportunity to highlight some of the benefits that come with United Way partnership (e.g. convening), inviting a few folks who can speak directly and concretely about what they did not know they were missing. We also want to recognize that some of United Way’s historical role in the community has been supplanted by the community foundation (e.g. JCF holding “listen & learns” where nonprofits discuss their priorities and identify those community needs they all agree on) that have big funding as a foundation. We would like to identify what pieces of the “puzzle” are missing—perhaps looking at how we can share best practices across the region between communities. While JCF seems to be a primary convener in Juneau, other communities still may have the need and be open to United Way acting as a convener in communities outside Juneau.

We want to be clear that fundraising alone is not the primary benefit of United Way membership, and that the United Way does not “belong” to the executive director, but to the member agencies—that members can affect positive change in social service and health care systems if we act in concert and with a shared vision. Not just through advocacy, but through mindful coordination. Not just coordination on a case by case basis for individual clients, but at the agency and leadership level with shared goals.

It is not enough to just engage the executive director of partner agencies. We need to ensure that we do not have character-dependent investment in United Way membership. The value of membership is shared with other leaders at the agencies, and down to the workers who also can be advocates and share the message that United Way membership is of value to everyone in Southeast.
Governance:

- **Board Development Committee** - Board Members Russell, Mesdag
  Chair Russell had met with a couple of interested potential board members. One representing the media sector who have wide community connections across the region. Chair Russell is looking for a board member to represent the government sector and awaiting word back from past board member Robbie Stell about a potential board member representing UAS.

- **Personnel Committee** - Board Members Treadway-O’Dea, Russell
  No report.

STRATEGIC DISCUSSIONS

Samantha Dye with Dynamic Consulting talked about the board self-assessment. She reviewed the board self-assessment scores and started to provide meaning to the numbers on the summary sheet. The attached assessment has the overview of the scores (page 3), which includes the first column as a “rank” of each category, with 1 being the lowest scoring category and 6 the highest. Page 4 shows the rating scale which will give you insights into how to make meaning of the average scores shown on page 3.

The next month’s board meeting will be an opportunity for board members to come up with some ideas for next steps, as that will be the focus of the conversation. We will gather all of your ideas and start to see what surfaces as priorities. Ms. Dye encouraged board members to spend some intentional time (15-30mins) before the meeting to look at the overview of the assessment and determine which attributes are most important in this coming year and some potential next steps related to those attributes.

To start the thought process, below are the questions that board members were encouraged to reflect upon.
1. What would it take to get the board to a “3” in each category?
2. What are 2-3 next steps for the board to prioritize this year?

OLD BUSINESS

None

NEW BUSINESS

**Election of Chair Elect**

Chair Russell reported that he and Stevens had met with Board Secretary Treadway-O’Dea and she is willing to take on the role of Chair Elect. She will serve as Chair Elect through the annual meeting in January of 2020 and then take on the role of Board Chair.

**Motion:** Past Chair Mesdag moved to elect Jenifer Treadway-O’Dea as Chair Elect to the Board. Treasurer Bowman seconded the motion.

Motion to elect Jennifer Treadway-O’Dea as Chair Elect approved unanimously.

**United Way Worldwide Annual Meeting – Voting Proxy**

President/CEO Stevens pointed out materials in the packet about the Annual Meeting of United Way Worldwide. As a member of the organization, we are allowed to vote on the election of Directors and other matters that may come before the board at their annual meeting. Given that no one will be at the meeting,
we have the option of authorizing our votes to be cast by proxy at the meeting. In the past, the board has submitted a proxy statement authorizing Patricia J. Turner, Esq., Secretary United Way Worldwide to cast our votes as directed by the attached instructions.

Motion: Treasurer Bowman moved to submit a proxy statement for the United Way Annual meeting authorizing Patricia J. Turner, Esq., Secretary United Way Worldwide to cast our votes as directed by the attached instructions.

Past Chair Mesdag seconded the motion.

Motion to submit a proxy statement to United Way Worldwide approved unanimously.

CHAIR’S REPORT

Chair Russell appreciated board members willingness to participate in the board assessment process. He noted that with the election of Jennifer to the position of Chair Elect we would need to ask someone to step up and serve in the role of Secretary to the Board. He encouraged board member to consider the Secretary position. Staff takes notes and writes minutes. Secretary reviews before inclusion in the board packet for accuracy.

PRESIDENT’S REPORT

President Stevens noted his activity report in the packet. He noted that he and Board Chair Russell had completed the last of four campaign presentations to the Coeur Alaska employees on March 26. Response by employee group is strong. Stevens reported he is moving through process for filling Office Administrator position and believes it will be filled before months end.

Board Member Comments

None

ADJOURNMENT

Chair Russell adjourned the meeting at 6:45 pm.
United Way of Southeast Alaska  
Financial Summary  
March 31, 2019

### Revenues

<table>
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<tr>
<th>Campaign</th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>Budget</th>
<th>Variance</th>
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<tr>
<td></td>
<td>Actuals</td>
<td>Actuals</td>
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<tr>
<td>Fall 18</td>
<td></td>
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<tr>
<td>Private Cpgn to UW</td>
<td>96,214</td>
<td>91,498</td>
<td>118,000</td>
<td>(21,786)</td>
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<td>Community Impact Revenue</td>
<td>25,270</td>
<td>26,102</td>
<td>50,000</td>
<td>(24,730)</td>
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<td>Designations from Other United Way</td>
<td>12,825</td>
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<td>12,825</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>-</td>
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</tr>
<tr>
<td><strong>Total Gross Campaign Revenue</strong></td>
<td><strong>134,309</strong></td>
<td><strong>117,600</strong></td>
<td><strong>168,000</strong></td>
<td><strong>(33,691)</strong></td>
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<tr>
<td>Less Designations Expense</td>
<td>(49,709)</td>
<td>(34,040)</td>
<td>(55,950)</td>
<td>6,241</td>
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<td>Uncollectible Pledge Expense</td>
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<td><strong>Net Campaign Revenue</strong></td>
<td><strong>84,600</strong></td>
<td><strong>83,560</strong></td>
<td><strong>112,050</strong></td>
<td><strong>(27,450)</strong></td>
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<td>15% Designation Processing Revenue</td>
<td>5,571</td>
<td>5,032</td>
<td>10,500</td>
<td>(4,929)</td>
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<td><strong>Subtotal Campaign</strong></td>
<td><strong>90,171</strong></td>
<td><strong>88,592</strong></td>
<td><strong>122,550</strong></td>
<td><strong>(32,379)</strong></td>
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<td>Non-Campaign Income</td>
<td>302,591</td>
<td>140,823</td>
<td>395,699</td>
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<td><strong>Total Revenues</strong></td>
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<td><strong>229,415</strong></td>
<td><strong>518,249</strong></td>
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### Expenses

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<th>Year to Date</th>
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<th>Budget</th>
<th>Variance</th>
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<tr>
<td>Human Resources</td>
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<tr>
<td>Travel &amp; Training</td>
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<td>Community Impact</td>
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<tr>
<td>Other Expenses</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>339,780</strong></td>
<td><strong>217,848</strong></td>
<td><strong>274,199</strong></td>
<td><strong>(65,581)</strong></td>
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### Net Income (Loss)

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<th>Current FY</th>
<th>Prior FY</th>
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<tr>
<td><strong>Net Income (Loss)</strong></td>
<td><strong>52,982</strong></td>
<td><strong>11,567</strong></td>
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### Liquidity (Current Ratio)

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<th>Prior FY</th>
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<td>August</td>
<td>1.13</td>
<td></td>
</tr>
<tr>
<td>July</td>
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<td>June</td>
<td>1.18</td>
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<tr>
<td>May</td>
<td>1.35</td>
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<tr>
<td>April</td>
<td>1.38</td>
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<tr>
<td>March</td>
<td>1.50</td>
<td>1.38</td>
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<tr>
<td>February</td>
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<tr>
<td>January</td>
<td>1.31</td>
<td>1.60</td>
</tr>
<tr>
<td>December</td>
<td>1.13</td>
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<tr>
<td>November</td>
<td>1.22</td>
<td>1.02</td>
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<tr>
<td>October</td>
<td>1.11</td>
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<tr>
<td>September</td>
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### Campaign Summary

**Fall 18 Campaign Collections**

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<th>Pledged</th>
<th>Private</th>
<th>SHARE</th>
<th>CFC</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Fall 18</td>
<td>121,484</td>
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<td>121,484</td>
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<tr>
<td>Designated to UW</td>
<td>71,775</td>
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<td>-</td>
<td>71,775</td>
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<tr>
<td>Designated to Agencies</td>
<td>49,709</td>
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<tr>
<td>Total Collections to date</td>
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<td>91,359</td>
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<tr>
<td>% Collected</td>
<td>75%</td>
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**Fall 17 Campaign Collections**

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<th>Pledged</th>
<th>Private</th>
<th>SHARE</th>
<th>CFC</th>
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<tr>
<td>Fall 17</td>
<td>212,878</td>
<td>66,682</td>
<td>-</td>
<td>279,560</td>
</tr>
<tr>
<td>Designated to UW</td>
<td>178,837</td>
<td>66,682</td>
<td>-</td>
<td>245,520</td>
</tr>
<tr>
<td>Designated to Agencies</td>
<td>34,040</td>
<td>-</td>
<td>-</td>
<td>34,040</td>
</tr>
<tr>
<td>Total Collections to date</td>
<td>184,258</td>
<td>65,527</td>
<td>-</td>
<td>249,785</td>
</tr>
<tr>
<td>% Collected</td>
<td>87%</td>
<td>98%</td>
<td>0%</td>
<td>89%</td>
</tr>
</tbody>
</table>
United Way collaborates with communities and agencies across Southeast Alaska to strengthen and inspire the Health, Education, & Income Stability of all individuals.

United Way of Southeast Alaska
Board Attributes Self-Assessment

April
Overview - what are the scores?
What meaning do we make of our scores?

next steps: board members take the overview home and determine 2-3 ideas for potential next steps - bring to the May meeting

May
Compile board members’ suggested next steps
Prioritize the list to the top 3

next steps: board members determine which next step they can/want to participate in and what they can contribute to the process - bring to the June meeting

June
Set detailed components of 3 next steps
Determine timelines, people & roles

July
August
September
Board Chair to check in on progress at board meeting

October
Progress Review: where are we now?
How would we score ourselves?
What are we missing?
ATTRIBUTES SELF-ASSESSMENT

CONTEXT

The Attributes of a High-Performing Board and CEO Partnership: Self-Assessment is designed for the United Way Board and CEO to gain an understanding of how they partner to enable high-performance of the Board and organization. It is designed to help you reflect on where your Board currently is and where development opportunities exist.

This Self-Assessment is designed around the Attributes of the High-Performing Board and CEO Partnership, which are the qualities and behaviors exhibited by the Board and CEO that drive higher impact in their communities. The Attributes are above and beyond the characteristics of a standard board.

Note: the Attributes in this assessment are about the board as a whole unit. The Attributes are not expected to be present in the same way for each individual board member. The goal is for the board to have the range of skills and capacities that enable it to succeed as a unit on these attributes. For competencies and assessments in regard to the individual, we encourage you to review the Board (Volunteer Leader) Competency Model, the CEO Competency Model, and Board Composition Matrix.

In order to have a high-performing organization, an organization must have a high-performing Board, a high-performing CEO, and the two working in partnership. We know that when a Board and its CEO work interdependently and collaboratively our capacity to affect change grows. This leads to setting extraordinary goals, far-reaching and comprehensive strategic plans and, ultimately, outstanding results for each community.

INSTRUCTIONS

For best results, we recommend the following steps*:
*Note: The Assessment is taken within Step 2 of the process for “Steps for Using the Attributes” in adopting the Attributes outlined in page 2 of this document.

1. Provide copies of the Attributes Self-Assessment for each Board member and the CEO.
2. Have every Board member and the CEO anonymously rank how they view the partnership between the board (as a unit) and CEO on each attribute's accompanying behaviors.
3. Have a staff member collate the responses on the summary sheet (below), calculating the average for each item.
4. After collating the results or at the next full board meeting, engage the board in a discussion about the results. Suggested discussion questions are provided with each Attribute online and within “The Attributes of the High-Performing Board & CEO Partnership” document.
5. Continue to advance through the “How We Make This Work Real” action steps with “Step 3: Commit to an enhanced approach and a different conversation” (see pg. 2).
STEPS FOR USING THE ATTRIBUTES

Using the Attributes is a more effective way to accelerate the work you are already doing to develop the Board and improve overall engagement. We recommend using the Attributes and accompanying self-assessment as part of your Board’s Strategic Planning Session either as a full Board or in small-group working meetings utilizing the following steps. In partnership, the Board and the CEO should consider the following opportunities to engage and implement the Attributes:

STEP 1: ENGAGE IN DISCUSSION ABOUT HOW YOUR BOARD WORKS
Ask Board members and host an honest, open conversation about:
- What are the important community issues?
- How might our organization work on these issues with greater impact?
- How might we spend our Board’s time for greater impact?
- How do we more fully utilize the talents of our Board members?

Some Boards may benefit from a candid conversation that starts with these questions:
- Is our United Way deeply involved in improving our community's conditions, influencing policy and driving measurable results?
- Is our United Way consistently bringing in more revenue and donors?
- Is a seat on our Board a coveted position in our community? Do we consistently have high attendance and active engagement at our Board meetings?

STEP 2: SELF-ASSESS YOUR BOARD & CEO PARTNERSHIP
- Use the "Attributes of a High-Performing Board and CEO Partnership Self-Assessment"
- Engage Board members in open and honest conversations about where your Board is and what is possible with greater engagement around the Attributes.
- Note: Sample questions to help initiate and guide your discussion are provided under each Attribute.

STEP 3: COMMIT TO AN ENHANCED APPROACH AND A DIFFERENT CONVERSATION
- Make a decision to commit to the Attributes of the High-Performing Board and CEO Partnership.
- Focus on those three to five behaviors that, if implemented, will deliver results for your United Way and community.
- Note: working in Partnership may be a departure from your current procedures and behaviors – it is a different method than what many Board members and CEOs are used to – but the results of the Partnership are evident.

STEP 4: CONTINUOUS AND ONGOING PROCESS FOR IMPROVEMENT
- Adopt the Attributes of the High-Performing Board and CEO Partnership as a formal component of your governance framework.
- Commit to a plan and regularly reflect on the progress and evolution of partnership, and explore opportunities for an ongoing and continuous strengthening and improvement.
- Join conversations (online, conferences, meetings) with leaders from other United Ways about growing a Board and CEO Partnership and a high-impact United Way.
- Engage in strategic dialogues about how to strengthen and grow the impact of your Board, the CEO, and the organization.
# Self-Assessment Summary Sheet

## Instructions

1. After collecting the completed “Participant Self-Assessments,” sum the totals from the bottom row of each attribute on each participants’ Self-Assessment and list into the “Total” column below.
2. Divide by the number beneath or in the column “Divide By”
3. Write the result in the “Average” column below.
4. Share the results with the Board and CEO.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Total Rank</th>
<th>Divide By</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Set Direction and Measure Performance and Results:</strong></td>
<td>2</td>
<td>5</td>
<td>2.38</td>
</tr>
<tr>
<td>United Way makes decisions grounded in community priorities and effectively measures performance on Impact, Revenue, Donors, and Trust to ensure those results are accomplished.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deepen Relevancy in Community:</strong></td>
<td>6</td>
<td>6</td>
<td>2.87</td>
</tr>
<tr>
<td>Is visible in both words and deeds in the community, seek to understand and be engaged in broader community issues, works to enhance United Way’s relevance, including advocating and/or influencing public policy as a critical function.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Prioritize Time on Strategy:</strong></td>
<td>4</td>
<td>6</td>
<td>2.59</td>
</tr>
<tr>
<td>Prioritize Board leaders’ time, engagement and work on issues that are focused on improving communities, changing lives over operational and tactical work (80% on strategy; 20% on operational and tactical matters).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grow Revenue and Donors:</strong></td>
<td>3</td>
<td>4</td>
<td>2.5</td>
</tr>
<tr>
<td>Connect impact efforts and revenue generation in order to grow resources (financial, social) and advocates in order to achieve community results at scale.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Leverage the Board as a Key Talent Asset:</strong></td>
<td>5</td>
<td>5</td>
<td>2.6</td>
</tr>
<tr>
<td>The Board is a key leadership and talent asset for United Way. As such, Board (as a whole, and individual members) must be cultivated and enhanced on ongoing basis to attract, assess, develop, engage, and retain highly committed Board leaders.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Engage with the Network:</strong></td>
<td>1</td>
<td>4</td>
<td>1.86</td>
</tr>
<tr>
<td>Value the strength of and are actively engaging with Board leaders and CEOs from other United Ways to drive results on donor growth and common issues.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PARTICIPANT SELF-ASSESSMENT

INSTRUCTIONS

1. Review the Attributes of the High-Performing Board and CEO Partnership.
2. Rate each behavior of the Attributes of the High-Performing Board and CEO Partnership on a scale of 1-4 (see “Rating Scale”) from your point-of-view about the board as a whole.
3. Sum the total for each Attribute and accompanying behaviors in the last row of each Attribute’s table.

<table>
<thead>
<tr>
<th>Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

SET DIRECTION AND MEASURE PERFORMANCE AND RESULTS:
United Way makes decisions grounded in community priorities and effectively measures performance on Impact, Revenue, Donors, and Trust to ensure those results are accomplished.

Set long-term goals for and focus on organizational performance measures on community impact, revenue (resources under management, current year support), number of donors and supporters (advocates, volunteers), and trust.

Implement processes that ensure that all Board members share a common understanding and agreement with the CEO on where the organization needs to be in five (or more) years, which includes clearly stated goals and performance expectations.

Is assertive and hold all Board members and the CEO accountable for overall organizational performance, including the achievement of stated strategic community goals and revenue targets, and ensuring all results are achieved or exceeded.

Make decisions on United Way's strategic direction based on both organizational and community data.

Publicly holds themselves (Board and CEO) and United Way accountable for achieving progress on an issue and securing resources needed to get to community results.

Attribute Total

DEEPEN RELEVANCY IN COMMUNITY:
Is visible in both words and deeds in the community, seek to understand and be engaged in broader community issues, works to enhance United Way’s relevance, including advocating and/or influencing public policy as a critical function.

Rate (1-4)
<table>
<thead>
<tr>
<th>Commit to consistently reach out to community to seek information and feedback, increase awareness and excitement about United Way, and work to enhance organizational reputation and relevance.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is visible in both words and deeds in the community – outwardly focused, listening and championing education, income and health-related issues.</td>
</tr>
<tr>
<td>Communicate publicly on behalf of United Way and its priorities, including engaging in public speaking, media interviews, and/or written editorials.</td>
</tr>
<tr>
<td>Represent United Way on leadership bodies of community partnerships.</td>
</tr>
<tr>
<td>Board and CEO work in partnership, engage in advocacy and/or public policy efforts to measurably improve priority community issues.</td>
</tr>
<tr>
<td>Establish policies and practices that build a United Way that is aligned with long-term strategy.</td>
</tr>
</tbody>
</table>

**PRIORITIZE TIME ON STRATEGY:**
Prioritize Board leaders’ time, engagement and work on issues that are focused on improving communities, changing lives over operational and tactical work (80% on strategy; 20% on operational and tactical matters).

<table>
<thead>
<tr>
<th>Rate (1-4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board regularly self-assesses and challenges itself to ensure the organization, CEO and the Board are working on the most relevant, mission-critical issues.</td>
</tr>
<tr>
<td>Board and CEO have a clear, shared understanding on the distinction of roles for Board-level decisions and management-level decisions, and are collaborating to build meeting agendas to ensure quality interactions, good decisions, and time well spent.</td>
</tr>
<tr>
<td>80% of Board leader time is spent on strategic and direction-setting matters and 20% on operational issues and subjects.</td>
</tr>
<tr>
<td>Dialogue around questions that are ambiguous, uncertain, constraining, and more catalytic than operational to ensure problems are identified, assessed, and framed in the right way for making effective decisions.</td>
</tr>
<tr>
<td>Evaluate and strategically embraces risk, as appropriate, to create opportunities and maximize results for United Way.</td>
</tr>
<tr>
<td>Drive change efforts to build a United Way that can produce results for the community.</td>
</tr>
</tbody>
</table>

**Attribute Total** 18

**GROW REVENUE AND DONORS:**
Connect impact efforts and revenue generation in order to grow resources (financial, social) and advocates in order to achieve community results at scale.

<table>
<thead>
<tr>
<th>Rate (1-4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proactively support, engage, and drive fundraising efforts year-round to consistently meet or exceed the target goals. Board leaders are personally engaged.</td>
</tr>
<tr>
<td>Attribute Total</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
</tbody>
</table>

### LEVERAGE THE BOARD AS A KEY TALENT ASSET:

The Board is a key leadership and talent asset for United Way. As such, Board (as a whole, and individual members) must be cultivated and enhanced on ongoing basis to attract, assess, develop, engage, and retain highly committed Board leaders.

<table>
<thead>
<tr>
<th>Rate (1-4)</th>
</tr>
</thead>
</table>

- Strive to proactively identify and recruit diverse Board members that are a right fit for United Way based on the “Board Competency Model” and fills gaps surfaced through the Board Assessment.
- Conduct regular Board self-assessments and participates in United Way network-wide organizational assessments (Community Impact Practices Survey, Business Performance Assessment, etc.).
- Seek and leverage opportunities to effectively develop its members in a strategic and deliberate way.
- Is accountable for and establishes CEO and Board succession plans as a critical risk management strategy for the organization.
- Make talent recruitment, development, and engagement a high priority for the organization in order to build capacity to drive performance, holding the CEO accountable for talent strategies.

| Attribute Total | 1 |

### ENGAGE WITH THE NETWORK:

Value the strength of and are actively engaging with Board leaders and CEOs from other United Ways to drive results on donor growth and common issues.

<table>
<thead>
<tr>
<th>Rate (1-4)</th>
</tr>
</thead>
</table>

- Seek out opportunities to leverage the strength and power of the worldwide network of United Ways, forming partnerships across communities around the world.
- Take advantage of the measurement, learning and engagement resources made available by United Way Worldwide.
- Engage in regional, national, and/or global United Way efforts that have a strategic payoff for the network and for their United Way.
- Actively promote the importance of aligning around a common agenda to drive network-wide United Way results. Collaborates with other United Ways on common issues.

| Attribute Total | |

---

Leverage relationships and lend expertise in efforts around important community issues including those aimed at changing public policy. Strategically aligns advocacy efforts.

Invite their own relationship networks to commit resources to help advance United Way’s impact goals around education, income, and health.

CEO and Board partner to engage diverse stakeholders, inspiring their commitment to United Way and to invest in solving community priorities.
ADDITIONAL RESOURCES

United Way “Board Walk” on United Way Online
online.unitedway.org/BoardWalk
The Board Walk provides United Ways with a set of practical resources that can help them understand their capacity and the capability of their Board to deliver on organizational mission. The Board Walk will aid United Ways to proactively engage their Board Leaders as a key strategic partner in advancing impact in communities.

The Attributes of the High-Prefoming Board & CEO Partnership on United Way Online
https://online.unitedway.org/groups/attributes-high-performing-board-and-ceo-partnership
way.org/BoardWalk
For additional detail, including discussion questions that your board and CEO can use for each attribute, and accompanying webinars, visit United Way Online.

CONTACTS

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All other inquires: Talent@UnitedWay.org

Revised: April 2016
May 9, 2019

Warren Russel, Board Chair  
Karmen Bowman, Treasurer  
Jennifer Treadway-O’Dea, Chair-Elect  
United Way Southeast Alaska, Board of Directors  
3225 Hospital Drive, Suite 106  
Juneau, Alaska 99801

Dear United Way SE Alaska, Board of Directors,

R.O.C.K. Juneau (Raising our Children with Kindness) is a community driven initiative to reduce Adverse Childhood Experiences (ACEs) and their impacts. Within the next year, we will be completing two tasks that align deeply with United Way’s mission.

First, we will identify the assets and strengths of over 50 local organizations or groups that provide support to children and youth in Juneau. With this information, we will create an integrated-intersection ‘map’ of community supports. Secondly, we will invite at least 500 Juneau citizens to participate in conversations with us to identify high priority interests and needs for solutions that impact kids. By listening, understanding and prioritizing community aspirations we will be co-creating and activating partners and neighbors to increase the success, well-being and health of all kids in Juneau.

For the last three years, R.O.C.K. Juneau has been supported by the Juneau Suicide Prevention Coalition's grant through the Alaska Department of Behavioral Health, and Juneau Youth Services has been acting as our fiscal agent. R.O.C.K. Juneau’s work is growing and we believe this work would also highlight the work of United Way in the areas of Health, Education, and Income Stability.

**R.O.C.K. Juneau would like to request that United Way, SE Alaska become our new fiscal host, beginning July 1, 2019.**  
R.O.C.K. Juneau is fiscally independent and currently is funded through a five year Promise Neighborhood’s (STEPS) grant of the Association of Alaska School Boards, and a three year grant from the Alaska Children's Trust. We anticipate additional funding opportunities as the collective impact grows. These grant funds would include a minimum of 10% administrative rate to United Way. No office space is needed, since as a contracted coordinator, I work out of my home office.

United Way is already an integral R.O.C.K. Juneau partner, and the United Way and R.O.C.K. Juneau’s goals are aligned and benefit one another. Together, we believe in a community where all children and youth can meet their full potential, to live full, productive and healthy lives.

We thank you for considering this partnership.

Sincerely yours,

Becky Roth, R.O.C.K. Juneau Coordinator
We are a group of Alaska philanthropies united by a shared love and passion for Alaska and its people.

As grant makers we collectively contribute approximately $65 million to nonprofits, tribes and communities each year. We are private foundations, giving programs and public charities, that award these grants in response to community needs that span from education, health care, human services, housing, arts, cultural heritage, to public safety and environment.

We work in partnership with Alaska communities who help us understand what is important to them, and in partnership with the State of Alaska who has been our co-investor in many projects and programs.

Together we help improve the quality of life for Alaskans by increasing educational opportunities, building safe and affordable housing for our neighbors, growing the number of Alaska Native college graduates, supporting our arts communities, and creating gathering places, playgrounds and parks. We work together to stop things that diminish our quality of life -- suicide, addiction, domestic violence, sexual assault, child abuse and neglect -- by increasing access to mental health services, housing homeless individuals and families, and providing places for our seniors. We strengthen Alaska's business environment by promoting development and redevelopment of community assets and provide access to affordable capital for emerging entrepreneurs and small businesses.

Now is not the time for the State to scale back that partnership or put these investments at risk while there is still so much more work to do.

We have seen Alaskans across the state coming together to share — loudly and strongly — their concerns when faced with the potential of cutting services to close a $1.6 billion gap in the State budget.

Thank you for standing up. We stand with you in your efforts to make your voices heard at town halls and forums, in letters to the editor, on social media, and in the halls of the State Capitol.

We know State leaders are grappling with very difficult decisions to balance the financial future of our state with the desire to maintain and build vibrant, resilient communities, to protect people and our economy, and to help those who need help the most.

What we hold as Alaska values, and what we have seen in the communities where we invest, is a love of our neighbors. We value elders. We value children. We value our land. We value our diversity.

We will continue to fund organizations and support communities seeking to build a better Alaska. But we cannot not do it alone. The $65 million we contribute each year simply cannot fill a fiscal hole of the magnitude we see in the current State budget.

We are here as your partners, firm in our belief that Alaska has always worked best when all sectors — nonprofit, corporate and government — work together. We believe in a
fiscal plan that acknowledges our shared values and balances constraint with long-term social and economic investments today.
April 19, 2019

Beth Weldon, Mayor
155 S Seward St
Juneau, AK 99801

Dear Mayor Weldon,

On November 5, 2018, you formed the Assembly Child Care Committee, to answer two charges:
• Should child care be part of the core municipal funded activities? And,
• To what extent, if any, should education be part of child care?

The committee held 11 public meetings and, after deliberation, answers both of these charges in the affirmative. The committee makes the following recommendations to the Assembly:
1. That the CBJ identify what, if any, public and school facilities may be used to provide child care.
2. That the CBJ establish a revolving loan fund for use in business start-up and on-going programs.
3. That in FY20, the CBJ fund existing child care and early education programs.
4. That the Best Starts model be funded with some structural changes to clearly delineate how the program would prioritize increasing capacity until child care demands are fulfilled (FY21).
5. That with the FY21 budget proposal to the Assembly, the CBJ Administration present an implementation plan for Recommendation #4.

Further detail on each of these recommendations follows in the full report, adopted by the Assembly Child Care Committee unanimously on April 19th, 2019.

I also wanted to express my thanks to my fellow committee members for their work and contributions towards this effort: Bridget Weiss, Vice Chair, Wade Bryson, Rob Edwardson, Eric Eriksen, Michelle Hale, Blue Shibler, and CBJ staff to the committee, Robert Barr.

Sincerely,

[Signature]

Assemblymember Loren Jones
Chair of the Assembly Child Care Committee
Assembly committee recommends city invest in child care

By Adelyn Baxter, KTOO April 24, 2019 Community, Family, Juneau

Childcare workers interact with infants at Gold Creek Child Development Center in Juneau on May 11, 2018. (Photo by Jeremy Hsieh/KTOO)

A city committee tasked with investigating the shortage of affordable child care in Juneau has concluded its work.

The Juneau Assembly Childcare Committee formed in November. Mayor Beth Weldon tasked it answering two key questions: Should child care be a part of municipal activities, and if so, should early education be a part of that?

After speaking with various stakeholders, the committee answered “yes” to both questions and submitted its final report with recommendations to the mayor last week.

In the short term, the report advises the city to identify existing public facilities that could be used for child care and to set up a loan fund to assist related businesses and programs.

In the long term, the committee recommends funding a subsidized child care model like that proposed by Best Starts, a local initiative that almost ended up on the municipal ballot last October, but failed to receive enough Assembly votes.

The committee was made up of several Assembly members and public representatives from the education and child care sectors.

At a special Assembly meeting Wednesday night, Mayor Weldon congratulated the committee on its work.
Dear Ms. Glen,

The United Way of Southeast Alaska is pleased to provide this letter of support for your proposal to serve 5th grade students in Juneau with an after-school program that prepares them for the transition to middle school, and that increases their resilience and resistance to substance abuse through healthy activities. Your grant application to the Alaska Division of Public Health using funds for after school programs from the marijuana taxes to start a leadership development after school program at four elementary schools for 5th graders is one that United Way of Southeast strongly supports.

The focus of the program is to build protective factors and resistance to substance abuse by developing social skills and healthy life skills. In addition to acquiring leadership development skills and other activities, youth would work together to select their interests and have a budget to invite guests, purchase supplies, go on field trips etc. These are important skills for young people to acquire as they learn their way in the world. The first year is based on utilizing one AmeriCorps volunteer that would rotate through the four sites supporting leadership skill development, teaching the 5th graders games they would in turn teach to younger students, and building positive relationships with youth to serve as a healthy role model.

United Way of Southeast hosts the AmeriCorps program in Juneau. AmeriCorps has a long history of service in Juneau and the United Way of Southeast Alaska is excited to build upon this strong foundation. In cooperation with host sites and the volunteer AmeriCorps positions, United Way of Southeast Alaska aims to decrease or minimize the ACE (Adverse Childhood Experiences) scores of local Juneau youth and adults by focusing on access to care, building community and school partnerships, and by imparting and modeling healthy lifestyle choices.

United Way of Southeast Alaska is an independently governed, non-profit organization dedicated to strengthening lives, helping people and improving community conditions throughout Southeast Alaska. With the help of our 33 partner agencies, UWSEAK works to create real, lasting change by addressing the underlying causes of problems within our communities. We support programs and initiatives that help those in need and also prevent problems from happening in the first place.

United Way collaborates with communities and agencies across Southeast Alaska to strengthen and improve the Health, Education and Financial Stability of all individuals. We manage the Coeur Alaska: Learn United Reading Tutor program, a partner with the Juneau Community Foundation in providing the Universal Breakfast Program in Juneau schools and working with a variety of volunteer organizations to provide weekend food to over 450 students along with supporting the summer lunch programs serving youth across Juneau. All are important efforts in supporting the youth of Juneau to successful.
That's why our work is focused on the building blocks for a good life: education, income, and health. This proposed grant adds to the efforts to prepare students for next steps. Whether that is advancing to the next level in school, finding employment or attending college, strong skills and confidence in those skills lead to success.

We offer our strong support of this application for funding to launch this much needed support to our youth in Juneau.

Your careful attention and thoughtful consideration of their conditional use permit application is genuinely appreciated.

Respectfully,

[Signature]

Wayne A. Stevens
President/CEO
Presidents Report
May 16, 2019

Meetings

4/19 – Damen Bell-Holter, Director of Community and Youth Programming for Sealaska; Robert Montieth, General Manager, Juneau Empire; Credit Unions Financial Reality Fair Thunder Mountain High School:
4/22 – Capital Chat KINY;
4/23 – Rotary meeting
4/24 – Lunch w/Jayne Andreen, AARP; UHS Board meeting
4/26 - Oneeach techs solving web issues; Visit partner agencies Southeast Alaska Independent Living & Cancer Connection to deliver quarterly payout checks; Chamber BAH Goldbelt Tram
4/29 – Sabrina Boone started; Reading Tutor Luncheon at Gastineau Elementary
4/30 – Rotary meeting
5/1 – Partnership for Families and Children; Stacy Toner Interview re Behavioral Health
5/2 – Chamber meeting; Visit partner agency Wildflower Court to deliver quarterly payout check; Orca Point cruise & dinner
5/7– Rotary meeting; Visit partner agencies AWARE & Catholic Community Services to deliver quarterly payout checks; Look Local First reception KINY
5/8 – Reading Tutor Luncheon Harborview Elementary; meet with Lori Wilson, American Red Cross
5/9 – Visit partner agency Southeast Alaska Food Bank to deliver quarterly payout check; Reading Tutor Luncheon Riverbend Elementary; Chamber luncheon
5/10 – Webinar LEAD Homelessness; Meet w/potential candidate for AmeriCorps Program Manager
5/13 – Everything DISC Webinar; Reading Tutor Luncheon Mendenhall River Community School; Visit partner agency LOVE Inc. to deliver quarterly payout check
5/14 – Rotary meeting; Visit partner agency to deliver quarterly payout check The Glory Hall:
5/15 – Meet w/potential candidate for AmeriCorps Program Manager
5/16 – Chamber meeting; United Way Board meeting

Worked on Following Tasks –

- AmeriCorps Reporting final report for first year program
- AmeriCorps budget for FY 2020
- Personnel issues and interviews
- Orca Point Lodge Cruise
- Begin search for AmeriCorps Program Manager