

**Mission Statement:** "United Way collaborates with communities and agencies across Southeast Alaska to strengthen and improve the Health, Education and Income Stability of all individuals."

**United Way of Southeast Alaska  
Board of Directors Meeting**

Thursday, April 16, 2015  
5:15-7:00 PM

United Way of Southeast Alaska 3225 Hospital Drive, Suite 201

Teleconference: (800) 315-6338, Code: 32251#

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- I. **CALL TO ORDER and INTRODUCTIONS** –Chair Burton
- II: **APPROVAL OF AGENDA** – Corrections/Additions
- III: **APPROVAL OF MINUTES** – Corrections/Additions
  - March 19, 2015 Board meeting minutes
  - March 30, 2015 Strategic planning meeting minutes
- IV: **PRESENTATIONS** – “How to Talk About United Way: An Introduction”
- V: **COMMITTEE REPORTS** – “What we did last month, what we are going to do next month?”
  - Resource Development** –
    - Finance Committee – Bill Peters, Treasurer,
    - Campaign Committee – Bill Peters, Rustan Burton
    - Events Committee – Sue Bill, Kelli Grummet, Rustan Burton
  - Governance Committee** -
    - Board Development Committee – Mark Mesdag, Rustan Burton, Warren Russell
    - Personnel Committee –Bill Peters, Ann Gifford, Rosemary Hagevig
    - Education Committee – Robbie Stell, Ann Gifford, Joy Lyon
    - Income Stability Committee – Gail Dabaluz, Jaysen Katasse
    - Community Impact Committee –
      - Health – Sue Bill, Millie Ryan
- VI: **STRATEGIC PLAN PROGRESS**
  - Review Goals
- VII: **OLD BUSINESS**
  - Campaign outreach updates
- VIII: **NEW BUSINESS**
  - 2013 IRS Form 990 Review
  - UWW Annual Meeting Proxy approval
- IX: **CHAIR REPORT** – Rustan Burton
- X: **PRESIDENTS REPORT** – Wayne Stevens
- XI: **Resource Development Director Report** – Sara Truitt
- XII: **BOARD MEMBER COMMENTS**
- XIII: **ADJOURNMENT**

**Next Meeting May 21, 2015**

**Vision Statement:** "United Way envisions a region where all individuals and families achieve their human potential through education, income stability and healthy lives."

<b>2015 Board Member Attendance</b>																<b>%</b>		
<b>Board Term Ends</b>	<b>First Name</b>	<b>Last Name</b>	<b>1/24</b>	<b>2/19</b>	<b>3/19</b>	<b>3/30</b>	<b>4/16</b>	<b>5/21</b>	<b>6/18</b>	<b>7/16</b>	<b>8/20</b>	<b>9/17</b>	<b>10/15</b>	<b>11/19</b>	<b>12/17</b>	<b>Attend</b>	<b>X's</b>	<b>Total</b>
Jan - 2018	Sue	Bill		X	X	X										100%	3	3
Jan - 2016	Rustan	Burton	X	E	X	X										75%	3	4
	Karen	Crane	X	X	E	X										75%	3	4
Jan - 2017	Gail	Dabaluz	X	X	E	X	E									60%	3	5
Jan - 2016	Ann	Gifford	X	X	X	X	E									80%	4	5
Jan - 2018	Kellie	Grummett			E	X										50%	1	2
Jan - 2018	Rosemary	Hagevig	X	X	X	X	E									80%	4	5
Jan - 2014	Jaysen	Katasse	X	X	E	X										75%	3	4
Jan - 2016	Joy	Lyon	X	X	X	E										75%	3	4
Jan - 2016	Mark	Mesdag	X	X	X	X										100%	4	4
Jan - 2017	Bill	Peters	X	X	X	X										100%	4	4
Jan - 2018	Warren	Russell		X	E	E										33%	1	3
Jan - 2017	Millie	Ryan	X	X	E	X										75%	3	4
Jan - 2016	Robbie	Stell	E	X	X	X										75%	3	4
Total Board			11	14	14	14	14	14	14	14	14	14	14	14	14	0	0	4
Attendance			10	12	8	12	-	-	-	-	-	-	-	-	-			
Average Percentage attending			91%	86%	57%	86%	0%	0%	0%	0%	0%	0%	0%	0%	0%	80%		
	X = Attended																	
	T = Teleconferenced in																	
	E= Excused																	
	A=Absent																	

## United Way of Southeast Alaska Board of Directors Meeting

Thursday, March 19, 2015  
5:15-6:55 PM

United Human Services Conference Room 3225 Hospital Drive, Suite 101, Juneau, AK

### Board Members in Attendance

Board Members in Attendance					
X	Rustan Burton - Chair	X	Rosemary Hagevig		<b>Staff</b>
E	Karen Crane - Past Chair	E	Jaysen Katasse	X	Wayne Stevens
X	Mark Mesdag – Chair Elect	X	Joy Lyon	X	Sara Truitt
X	Bill Peters –Treasurer	E	Warren Russell		
X	Ann Gifford– Secretary	X	Millie Ryan		<b>Guest(s):</b>
X	Sue Bill	T	Robbie Stell		
E	Gail Dabaluz				
E	Kelli Grummet				
Legend: X = present    E = excused absence    T = teleconference    A=absent					

#### Call to Order and Introductions

Chair Burton called the meeting to order at 5:17 PM. A quorum was established with eight board members present or on the telephone.

#### Approval of Agenda

**Motion:**        **Board Member Hagevig moved to adopt the agenda as presented. Board Member Lyon seconded the motion.**

Chair Burton 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 amended.**

#### Approval of Minutes

**Motion:**        **Secretary Gifford moved to approve the minutes from the February 19, 2015 Board of Directors meeting. Board Member Stell seconded.**

**Motion approved unanimously.**

#### PRESENTATIONS –

##### Committee Reports

##### Resource Development

###### Finance Committee – Bill Peters

Treasurer Peters reported the Finance Committee had met on March 18<sup>th</sup> to review the February finance reports. The minutes of that meeting were included in the board packet. He noted that we won't have a real reflection of revenues until late March. Expenses are flat and well within tolerances. Combined Federal Campaign (CFC) SHARE and the statewide campaign numbers should all be received after March 20<sup>th</sup>. Board members questioned staff about the relationship with United Way of Anchorage and how the accounting/database process was working. Staff assured them it was the right thing to be doing, but it was not without its hiccups. Overall we are making good progress on the training and learning curve for staff.

# United Way of Southeast Alaska Board of Directors Meeting

Thursday, March 19, 2015  
5:15-6:55 PM

**United Human Services Conference Room 3225 Hospital Drive, Suite 101, Juneau, AK**  
**Campaign Committee – Bill Peters, Rustan Burton**

Internal Campaign committee Chair Peters encouraged board members to review and update the Google document that lists the organizations board members have reached out to about holding a workplace campaign. New Board members were encouraged to review the list to see if they had additional ideas or suggestions for companies to contact. Staff had provided the Google Doc to all board members for their review prior to the board meeting. If there are companies/contacts to add to the list, board members should get that information to staff, who will update the list and then redistribute it to board members.

## **Governance Committee**

### **Board Development Committee – Mark Mesdag**

Chair Elect Mesdag reported that he was still working on identifying all tasks he and his committee were responsible to accomplish. Mesdag will work with staff to develop board training opportunities and work on identifying potential new board members.

Chair Burton asked each committee to come to each board meeting prepared to give an update on at least one task accomplished. He asked all board members to make sure they serve on at least one committee.

### **Personnel Committee – Bill Peters, Ann Gifford**

Treasurer Peters reported that the staff evaluation process was complete. The committee will be meeting in the near future to review a new draft of the President/CEO job description and evaluation forms and process.

### **Education Committee - Robbie Stell, Ann Gifford**

Board Member Gifford reported that she continued work with the Reading Tutor Coordinator Lisa Worl to complete a guide for potential tutors to use when navigating the Juneau School District volunteer background application process. They are making a concerted effort to engage more tutors prior to the end of the school year in hopes of having more tutors ready to start next school year in early October. The district anticipates significant staffing changes in the new school year that will present challenges as far as getting tutors trained and ready to work with students. Plans for the program include a third school being added to the mix next school year.

### **Income Stability Committee – Gail Dabaluz, Jaysen Katasse**

In the absence of Board Members Katasse and Dabaluz, President Stevens reported on the success of Dawn Wesley and her team at Tlingit-Haida Regional Housing Authority (THRA), who are conducting the VITA tax preparation assistance program with support from United Way. They are working across the region to encourage folks to get their taxes filed and make sure that eligible filers get their Earned Income Tax Credit. (EITC)

## **Strategic Plan Update –**

Chair Burton noted that the full board would meet from 3:30p – 5:30pm on Monday March 30<sup>th</sup> at the Juneau Empire 2<sup>nd</sup> floor conference room to review and update the strategic plan. He encouraged board members to review the materials that would be sent out prior to the meeting and come prepared to focus on a high level discussion about what we want the organization to achieve in the coming year.

# United Way of Southeast Alaska Board of Directors Meeting

Thursday, March 19, 2015  
5:15-6:55 PM

United Human Services Conference Room 3225 Hospital Drive, Suite 101, Juneau, AK

## Old Business

### Campaign Outreach Updates

As noted above, board members were encouraged to update the campaign outreach spreadsheet in Google Docs, and new board members were encouraged to add potential contacts for campaign activity.

## New Business

### 2014 Audit Review

Chair Elect Mesdag provided a quick review of the 2014 Financial Statements with the Auditor's Report Thereon for the Years ended August 31, 2014 and 2013. He also reported on the Auditor's Letter to the Governing Board. Mesdag commented on some of the declines from previous years' revenues and explained the challenges presented by the transition from the old database system to the new one. He noted that the audit process had gone much smoother this year as we had a full year in the new system. The auditors found no issues. The audit report confirms reported finances.

### Committee Assignments

Stevens noted that many of the committee charters had previously been provided to the Board in their packets. Chair Burton reiterated that he would like each board member to review the committee descriptions and pick a committee on which they would be willing to serve. He encouraged board members to think of other community members who may want to be involved with the work of the committees.

Board Member Sue Bill agreed to serve on the Health Committee.

Board Member Rosemary Hagevig will serve on the Personnel Committee

Chair Burton suggested Board Member Grummet for the Event Committee, Board Member Russell for the Board Development Committee and Board Member Ryan for the Health Committee.

He will check with those board members not present to ascertain their willingness to serve on those committees.

Chair Burton reiterated his desire that all committees meet regularly and come to our monthly board meetings prepared to give a short update on activities and progress on committee goals.

### Orca Point Lodge dinner cruise with Allen Marine on May 5

President Stevens reported that the annual Cruise for a Cause would be held Tuesday May 5<sup>th</sup>. The event committee will meet at the Juneau Empire early next week to develop plans for the event. Committee members will develop ideas for the guest author/speaker and other details of the event.

### Chairs Report – Chair Burton

Chair Burton noted he had nothing further to share.

**United Way of Southeast Alaska  
Board of Directors Meeting**

**Thursday, March 19, 2015**

**5:15-6:55 PM**

**United Human Services Conference Room 3225 Hospital Drive, Suite 101, Juneau, AK**

**President's Report**

President Stevens pointed out correspondence in the board packets, including his March activity report. He reported on campaign activity and noted we continue to work on additional campaign presentations. He reported on a joint Rasmuson Foundation, M. J. Murdock Charitable Trust presentation that had been organized by staff at the request of the Rasmuson Foundation. Altman Rogers & CO. staff has finished the 990 tax return. He will present those materials at the April board meeting. United Way Worldwide has proposed a significant change to the audit requirements for smaller United Way organizations. The threshold for a mandatory audit will increase from \$100,000 to \$500,000 total annual revenue. This proposed change will allow United Way of Southeast to avoid audit costs by permitting us to choose the alternative of conducting an annual review and at least every three years conducting an internal controls assessment. Stevens reported that he would be bringing information for our annual membership renewal application to the May meeting. He also updated the board on progress on the renovation of office space and our eventual move to the first floor of the building.

**Board Member Comments**

None

**Adjournment**

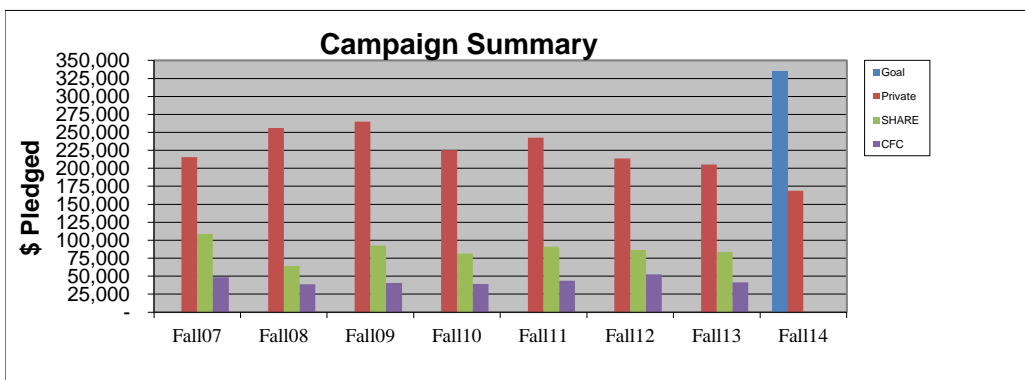
Chair Burton adjourned the meeting at 6:30 PM

**United Way of Southeast Alaska  
Financial Summary  
March 31, 2015**

	Year to Date Actuals	Prior YTD Actuals	Year to Date Budget	Variance
<b>Revenues</b>				
<b>Fall 14 Campaigns</b>				
Private Cpgn to UW	86,674	87,579	190,950	86,674
Community Impact Revenue	41,893	17,083	34,200	41,893
SHARE Cpgn to UW	-	-	-	-
CIC to UW	-	-	-	-
Uncollectible Pledge Expense	-	-	-	-
15% from private cpgn	6,053	10,016	14,108	6,053
<b>Subtotal Campaign</b>	<b>134,620</b>	<b>114,678</b>	<b>-</b>	<b>134,620</b>
<b>Non-Campaign Income</b>	<b>47,567</b>	<b>23,821</b>	<b>40,410</b>	<b>47,567</b>
<b>Total Revenues</b>	<b>182,187</b>	<b>138,499</b>	<b>-</b>	<b>182,187</b>
<b>Expenses</b>				
<b>Human Resources</b>	89,795	98,470	92,205	(89,795)
<b>Travel &amp; Training</b>	2,237	3,141	5,230	(2,237)
<b>Community Impact</b>	-	-	27,000	-
<b>Other Expenses</b>	73,802	81,374	94,371	(73,802)
<b>Total Expenses</b>	<b>165,835</b>	<b>182,985</b>	<b>-</b>	<b>(165,835)</b>
<b>Net Income (Loss)</b>	<b>16,352</b>	<b>(44,486)</b>	<b>-</b>	<b>16,352</b>

**Liquidity (Current Ratio)**

	Current Year	Prior YTD	Liquidity (Current Ratio)	
			Current IY	Prior IY
<b>Assets, Liabilities &amp; Equity</b>			<b>August</b>	1.97
<b>Assets</b>			<b>July</b>	1.68
Cash	144,797	189,206	<b>June</b>	1.65
Accounts Receivable	86,432	100,481	<b>May</b>	1.40
Other	2,390	(92)	<b>April</b>	2.35
<b>Total Assets</b>	<b>233,619</b>	<b>289,595</b>	<b>March</b>	4.05
<b>Liabilities &amp; Equity</b>			<b>February</b>	2.56
Agency Designations Payable	50,413	98,622	<b>January</b>	2.54
Other	7,179	21,797	<b>December</b>	2.61
Equity	176,027	169,176	<b>November</b>	2.56
<b>Total Liabilities &amp; Equity</b>	<b>233,619</b>	<b>289,595</b>	<b>October</b>	2.51
			<b>September</b>	2.06



**Campaign Collections**

	Private	SHARE	CIC	TOTAL
<b>Fall 13</b>				
<b>Total Campaign Pledges</b>	<b>205,482</b>	<b>83,959</b>	<b>41,504</b>	<b>330,944</b>
Designated to UW	136,353	2,059	1,474	139,886
Designated to Agencies	69,129	81,900	40,030	191,058
Total Collections to date	202,140	79,469	38,356	319,965
% Collected	98%	95%	92%	97%
<b>Fall 14</b>				
<b>Total Campaign Pledges</b>	<b>168,919</b>	-	-	<b>168,919</b>
Designated to UW	128,567	-	-	128,567
Designated to Agencies	40,351	-	-	40,351
Total Collections to date	93,466	-	-	93,466
% Collected	55%	-	-	55%

## United Way of Southeast Alaska Board of Directors Strategy Meeting

Monday, March 30, 2015

3:30-5:30 PM

Juneau Empire Conference Room, Juneau, AK

### Board Members in Attendance

Board Members in Attendance					
X	Rustan Burton - Chair	X	Rosemary Hagevig		<b>Staff</b>
X	Karen Crane - Past Chair	X	Jaysen Katasse	X	Wayne Stevens
X	Mark Mesdag – Chair Elect	E	Joy Lyon	X	Sara Truitt
X	Bill Peters –Treasurer	E	Warren Russell		
X	Ann Gifford– Secretary	X	Millie Ryan		<b>Guest(s):</b>
X	Sue Bill	X	Robbie Stell		
X	Gail Dabaluz				
X	Kelli Grummet				
Legend: X = present    E = excused absence    T = teleconference    A=absent					

### Call to Order and Introductions

Chair Burton called the meeting to order at 3:30 PM. A quorum was established with twelve board members present.

Chair Burton opened the meeting by sharing that he hoped the meeting would be a vigorous discussion about what each board member wanted out of their service to United Way. He asked board members to share their thoughts on what would make board members believe they had been successful.

A sampling of comments from board members included:

- Accomplish strategic goals
- Clearly defined board roles
- Active committees
- More community involvement, more doing
- More linkage/connections to other organizations
- Successful at raising money
- Recognize fiscal responsibilities as a fund raiser
- Better understand goals
- Be proactive not reactive
- Do more than meet once a month

The ensuing wide-ranging conversation elicited the following recommendations:

- Goal oriented committees that define goals, mission and how they provide value
- Committees meet regularly and report to the board each month
- All board members serve on a committee
- Board members select committees on which they would be willing to serve
- Committees should be encouraged to invite other community members to participate



# United Way of Southeast Alaska Board of Directors Strategy Meeting

Monday, March 30, 2015

3:30-5:30 PM

Juneau Empire Conference Room, Juneau, AK

## Goals:

- **Reach Campaign goal of \$450,000**
- **Southeast Outreach**
  - Sitka first
  - Strengthen Board with members from Southeast
- **Active Committees**
  - Goals
  - Return and Report
  - ID Resources and agencies under their areas of influence
    - Education, Income Stability, Health
  - Communicate with our partner agencies
  - Invite non board members to serve on committees
  - Board development/training
  - Liaison role and communication

## Action Items:

- Staff will update data points for strategic plan
- Committees to define goals, mission and how they provide value
- Committees use template for reporting (minutes form) – Goal, what we did, what are we going to do next?
- Staff will provide committees list of agencies working in their area of influence
- Staff to provide list of campaign support to agencies for fall 2013 campaign
- Engage agencies to be more proactive in fall campaign with the goal of growing designated funds to agencies

## Connection Possibilities

- Southeast Conference
- Tribal Conference April 15 – 18

## Ideas for Future Action

- Presentation w/training on Community Impact
- Partner on grant writing or projects with agencies
- Crossroads for agencies and communication
- Identify partners related to committees – what resources can we access to collaborate?
- Map agencies geographically to committee
- Greater SE outreach board members

## Adjournment

Chair Burton adjourned the meeting at 5:05 PM

## 2015 Committee list

### Executive Committee -

Chair Rustan Burton                      Secretary Ann Gifford                      Past Chair Karen Crane  
Chair-elect Mark Mesdag                      Treasurer Bill Peters

### Resource Development – Treasurer Bill Peters

**Finance** – Bill Peters    Mark Mesdag                      Karmen Bowman                      Rustan Burton

**Campaign** -    Rustan Burton                      Kristin Bartlett                      Bill Peters

**Events** -            Sue Bill                      Kelli Grummet                      Rustan Burton

### Governance -

#### Board Development –

Mark Mesdag                      Ruston Burton                      Warren Russell

#### Personnel

Ann Gifford                      Bill Peters                      Sheryl Weinberg

### Community Impact -

**Education** – Robbie Stell                      Ann Gifford                      Joy Lyon

**Income Stability** – Gail Dabaluz                      Jaysen Katasse

**Health** – Sue Bill                      Millie Ryan

### Other Potentials

**Events** – Annual Meeting

Dinner Cruise Orca Point Lodge

# United Way of Southeast Alaska

3225 Hospital Drive, Suite 201  
Juneau, Alaska 99801  
tel 907.463.5530  
fax 907.463.4649

[unitedwayseak.org](http://unitedwayseak.org)

# LIVE UNITED



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## Partner Agency Breakdown by Community

### Angoon

Catholic Community Service

### Craig

Catholic Community Service

### Haines

Big Brothers Big Sisters of Alaska

Catholic Community Service

Hospice of Haines

Lynn Canal Counseling

REACH, Inc.

Southeast Alaska Independent Living (SAIL)

### Hoonah

Big Brothers Big Sisters of Alaska

Catholic Community Service

### Hydaburg

Boys & Girls Club

Catholic Community Service

### Juneau

Aiding Women in Abuse & Rape Emergencies (AWARE)

Alaska Health Fair, Inc. \*

Alaska Legal Services Corporation

Alaskan AIDS Assistance Association

American Red Cross of Alaska

Association for the Education of Young Children (AEYC)

Big Brothers Big Sisters of Alaska

Boy Scouts of America, Great Alaska Council<sup>†</sup>

Catholic Community Service

Cancer Connection

Gastineau Human Services Corporation

Girl Scouts of Alaska<sup>‡</sup>

The Glory Hole

Helping Hands

Juneau Family Health and Birth Center

Love in the Name of Christ (Love INC)

Planned Parenthood of the Great Northwest

Polaris House

REACH, Inc.

St. Vincent de Paul

Southeast Regional Resource Center

Southeast Alaska Food Bank

Southeast Alaska Guidance Association (SAGA)

Southeast Alaska Independent Living (SAIL)

Wildflower Court

### Kake

Boys & Girls Club

Catholic Community Service

### Ketchikan

Alaska Legal Services Corporation

Big Brothers Big Sisters of Alaska

Boys & Girls Club

Catholic Community Service

Girl Scouts of Alaska<sup>‡</sup>

Ketchikan Youth Initiatives

Women in Safe Homes (WISH)

Southeast Alaska Independent Living (SAIL)

### Klawock

Boys & Girls Club

Catholic Community Service

### Klukwan

Catholic Community Service

### Metlakatla

Boys & Girls Club

### Saxman

Catholic Community Service

### Sitka

Big Brothers Big Sisters of Alaska

Boys & Girls Club

Brave Heart Volunteers

Catholic Community Service

Sitkans Against Family Violence

Sitka Counseling and Prevention

Planned Parenthood of the Great Northwest

Southeast Alaska Independent Living (SAIL)

### Skagway

Catholic Community Service

Lynn Canal Counseling

### Petersburg

REACH, Inc.

### Wrangell

Catholic Community Service

### Yakutat

Big Brothers Big Sisters of Alaska

Catholic Community Service

• Sponsor health fairs in across Southeast Alaska.

† Troop activities in Craig, Gustavus, Hoonah, Hydaburg, Hyder, Juneau, Kake, Ketchikan, Metlakatla, Naukati, Pelican, Petersburg, Sitka, Skagway, Thorne Bay, Wrangell, and Yakutat

‡ Troop activities and day camps in Craig, Elfin Cove, Gustavus, Hoonah, Hydaburg, Juneau, Kake, Ketchikan, Klawock, Metlakatla, Naukati, Petersburg, Sitka, Skagway, Tenakee, Thorne Bay, Wrangell, and Yakutat

**Education: More children and your achieve their potential**

- **More children enter school with the language and literacy skills they need for success**
- **More youth make positive choices leading to success in school and life**

Association for the Education of Young Children  
Big Brothers Big Sisters  
Boys & Girls Club  
Boys Scouts of America, Great Alaska Council  
Girl Scouts of Alaska  
Ketchikan Youth Initiatives  
NAMI  
REACH, Inc.  
SERRC: The Learning Connection

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**Income Stability: Promoting Financial Stability and Independence**

- **More individuals and families meet their basic needs and increase their income stability**
- **More individuals and families are housed and connected to the right resources**

Aiding Women and Abuse and Rape Emergencies (AWARE)  
Alaska Legal Services Corporation  
Catholic Community Service  
The Glory Hole  
Helping Hands  
Gastineau Human Services  
Love in the Name of Christ (Love INC)  
Polaris House  
REACH, Inc.  
Sitkans Against Family Violence (SAFV)  
St. Vincent de Paul  
Southeast Alaska Food Bank  
Women in Safe Homes (WISH)

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**Health: Working toward healthier individuals and communities**

- **More residents of Southeast Alaska gain access to health education and regular health screenings**
- **More low income residents in Southeast Alaska have access to quality health care**

Aiding Women and Abuse and Rape Emergencies (AWARE)	Southeast Alaska Independent Living (SAIL)
Alaska Health Fair, Inc	Wildflower Court
Alaskan AIDS Assistance	Women in Safe Homes (WISH)
American Red Cross of Alaska	
Brave Heart Volunteers	
Cancer Connection	
Catholic Community Service	
Hospice of Haines	
Juneau Family Health & Birth Center	
Lynn Canal Counseling	
NAMI	
Planned Parenthood of the Great Northwest	
REACH, Inc.	
Sitka Counseling and Prevention	
Sitkans Against Family Violence (SAFV)	

Please note that some partner agencies may fall into multiple impact areas.

**UNITED WAY WORLDWIDE  
ANNUAL MEETING  
APRIL 29, 2015**

**MINUTES FOR APPROVAL, UNITED WAY WORLDWIDE'S ANNUAL MEETING  
MAY 14, 2014**

**WORLDWIDE AND USA TRUSTEES**

**PARTICIPATING:**

Peter Aquino, Arlene Holt Baker, Phillip Baldwin, Marc Bluestein, Molly Broad, James Bullard, Jose Cecin, Jon Campbell, Karen Glover, Francine Lawrence, John Lechleiter, Juana Slade, Richard Trumka, Jorge Uribe and Sunil Wadhvani.

**TRUSTEES ABSENT:**

Nnamdi Asomugha, Peggy Conlon, John J. Dooner, Jr., Mary Ellen Garrett, Patricia Hatler, Annie Hill, Roger Nanney, David Preschlack, William Rodgers, Barry Salzberg and Bing Xiang.

**TRUSTEE-ELECTS PRESENT:**

Anthony Carter, Tefere Gebre, Cynthia Gibson, Jean-Claude Gruffat, Chul-Hee Kang, and Dr. Juliette Tuakli.

**STAFF:**

Bob Berdelle, Greg Berzonsky, Sherrie Brach, José Ferrão, Brian Gallagher, Joseph Haggerty, Evan Hochberg, Brian Lachance, Vicki Lins, Stacey Stewart, and Patricia Turner.

**MEMBERS PRESENT:**

A total of 50 member organizations were represented at the Annual Meeting and 283 member organizations submitted proxies prior to the meeting. There were a number of guests present.

**WELCOME AND CALL TO ORDER:**

Ms. Karen Glover, member of the United Way Worldwide (UWW) Board of Trustees, called the meeting to order at 8:04 a.m. Ms. Glover reviewed the three quorum requirements and announced a quorum was present to conduct business.

Mr. Uribe, moved

**- Motion -**

**THAT** the annual meeting agenda be approved.

The motion was **SECONDED** and **CARRIED**.

**REPORT OF  
UNITED WAY WORLDWIDE:**

Mr. Uribe reported on UWW's accomplishments during the past year. In 2013, the United Way network consisted of more than 1,800 local United Ways in 41 countries and territories. Collectively the network raised \$5.273 billion representing an increase of 2.5% from 2012. The worldwide network is supported by nearly 11 million individual donors and 2.92 million volunteers. Mr. Uribe reported growth in United Way leadership giving, Global Corporate Leadership program revenue and the Women's Leadership Council movement. UWW increased staff capacity in six countries.

Mr. Uribe reported on new and expanding initiatives in China, India, Europe, North America and Latin America. He also reported that LIVE UNITED is now being used in 17 countries.

**U.S.A. NETWORK REPORT:** Mr. Aquino, chair of the U.S.A. Board of Trustees, provided a U.S. network report. In 2013, the U.S. network had 9.3 million individual donors and \$3.97 billion in current year support.

Member United Ways advocated for the preservation of the charitable tax deduction and created new initiatives addressing issues such as high school graduation rates and teen pregnancy rates. The U.S. high school graduation rate reached an historic high of 80% in 2013. Mr. Aquino commended the U.S. network's progress in advancing education, income and health outcomes.

**TREASURER'S REPORT:** Mr. Wadhvani, treasurer and chair of UWW's finance committee, reported on UWW's 2013 audited financial statements, which include the financial results of United Way Worldwide, Worldwide Limited and United Way Store. Worldwide Limited is a wholly owned subsidiary and United Way Store is a wholly owned for-profit subsidiary. The United Way Store was closed down in February 2013 and was dissolved in July 2013. UWW's external auditor is BDO USA, LLP (BDO). BDO issued an unqualified opinion on UWW's consolidated 2013 financial statements, a copy of which was provided to members at the meeting.

On a consolidated basis, UWW's total assets were at \$67 million on December 31, 2013 and total liabilities were at \$30 million. Total assets decreased \$15 million from 2012 and total liabilities decreased \$12 million from 2012. Total net assets were at \$37 million as of December 31, 2013 which is a decrease of \$3 million from 2012, principally due to a reduction in temporarily restricted net assets.

In the consolidated statements of activities, the change in net assets before non-operating activities decreased \$9.3 million for the year ending December 31, 2013 compared to a decrease of \$1.8 million in 2012. Non-operating net assets increased \$3.9 million from 2012.

On December 31, 2013, there were 1,251 members of United Way Worldwide. Total membership investment for 2013 was \$33 million.

**VOTING PROCEDURES:** Ms. Holt Baker reviewed the voting procedures for the Annual Meeting. Each worldwide partner and U.S. member United Way in good standing was entitled to one vote. In accordance with the proxy materials, all proxies must have been recorded at UWW by close of business on May 13, 2014.

**2013 ANNUAL MEETING MINUTES:** The minutes of the April 18, 2013 Annual Meeting were approved as presented.

**BYLAW AMENDMENT:** Ms. Holt Baker presented proposed amendments to UWW's bylaws.

Mr. Lechleiter, moved

**- Motion -** **THAT** the following amendments to UWW's bylaws be approved as specifically set forth below to provide governance continuity and alignment.

1. Article IX, Section 1 (a) be amended to provide that
  - I. the Chair of the Worldwide Board of Trustees may serve an additional one-year term following an initial two-year term, and until his or successor is elected.

- II. after the Chair of the Worldwide Board has served a two-year term and then a second term of one year, he or she shall be ineligible for reelection as Chair until one year has elapsed after the expiration of the one-year term.

**Article IX, Section 1. Number, Qualification, Election and Term of Office.**

(a) The officers of the Organization who shall be elected by the Board of Trustees shall consist of a Chair of the Board of Trustees; one or more Chairs-elect; two Vice Chairs; a President; a Secretary of the Board; and a Treasurer of the Board, all of whom shall be members of the Board of Trustees, except the President, who may, however, subsequently be elected to the Board of Trustees. The Board may also elect one or more Secretaries of the Board, one or more Treasurers of the Board, and such number of other employees and/or agents as the Board of Trustees may from time to time deem advisable. Such employees need not be members of the Board. If the Board elects more than one Secretary of the Board or Treasurer of the Board, then it shall designate a principal Secretary of the Board or principal Treasurer of the Board who may, in turn, delegate such duties to act in his/her stead or serve in his/her place as may be appropriate and not inconsistent with these Bylaws. All officers except the Chair-elect, the Chair, and the President shall hold office for one year or until their successors are duly elected and qualified. The Chair shall serve for a two-year term and may serve a second term of one year. A Chair-elect shall hold that office until he or she becomes Chair of the Board of Trustees. After a Chair of the Board of Trustees shall have served a two-year – term and a second term of one year, he or she shall be ineligible for reelection as Chair until a year has elapsed after the expiration of the second of such term. The President shall be an employee of the Organization and shall hold the office of President for the term of his or her employment. Except as otherwise prohibited by law, any two or more offices, except the offices of President and Secretary of the Board, may be held by the same person.

2. Article IX, Section 13 be added to provide that a Vice Chair shall perform the duties of the Chair of the Worldwide Board in the absence of the Chair of the Board and Chair-elect and such duties as may be assigned by the Board of Trustees, and may assist the Board Chair upon request in the performance of his or her duties.

**Article IX, Section 13. Vice Chair.** The Vice Chair may convene and preside at meetings of the Board in the absence of the Chair and Chair-elect, and may perform such duties as may be assigned to him or her from time to time by the Board consistent with these Bylaws, and may assist the Chair upon request in the performance of his or her duties.

3. Article X, Section 2 (g) be amended to provide that the Chair of the USA Board shall serve an initial two-year term, and may serve a second term of one year. Upon approval of this amendment, the current U.S.A. Board Chair shall be eligible to serve an additional one-year term in 2015.



**Article X, Section 2. Standing Committees.**

g) U.S.A. National Board. A U.S.A. National Board shall be established to provide oversight of U.S.A. specific matters such as U.S. membership, the establishment of a U.S.A. national organization, a U.S.A. partnership agreement, public policy, community impact, and resource development. It will also provide counsel and recommendations to the Board of Trustees on system wide issues. The initial U.S.A. National Board shall consist of those members of the UWA Board of Trustees in office at the time of the adoption of these bylaws amendments who shall serve for 1, 2, or 3-year terms in accordance with their Board of Trustee terms. The U.S.A. National Board shall have up to 15–25 members and shall be elected by the U.S.A. membership at the annual membership meeting. The chair of the U.S.A. National Board shall be approved by the Chair of the Board of Trustees and shall serve a two-year term and may serve a second term of one year. The U.S.A. National Board shall be in place until the U.S.A. United Way is established. The Chair of the U.S.A. National Board shall appoint committees as needed including an executive committee, membership accountability committee and a nominating committee, which shall have the following responsibilities, and shall annually appoint the chairs of the committees.

The motion was **SECONDED** and **CARRIED**.

**ELECTION OF WORLDWIDE  
and USA TRUSTEES:**

Ms. Holt Baker introduced trustee elections.

Mr. Lechleiter, moved

**- Motion -**

**THAT** the following individuals be elected to serve their first three-year term on the United Way Worldwide Board of Trustees:

1. Jean-Claude Gruffat, European Chairman, Global Subsidiaries Group, Citi Corporation and Investment Banking, Global Markets, Citibank
2. Professor Chul-Hee Kang, School of Social Welfare, Yonsei University
3. Punit Renjen, Chairman of the Board, Deloitte LLP
4. Dr. Juliette Tuakli, CEO, CHILD Accra Associates
5. Wayne Wouters, Clerk of the Privy Council Office, Government of Canada

**THAT** the following individuals be elected to serve their second three-year term on the United Way Worldwide Board of Trustees:

1. Peggy Conlon, President and CEO, The Advertising Council, Inc.
2. Rodney Slater, Partner, Patton Boggs LLP
3. Jorge Uribe, Global Productivity & Organization Transformation Officer, Procter & Gamble
4. Sunil Wadhvani, Chairman and Co-Founder, iGATE Corporation

**THAT** the following individuals be elected to serve their first three-year term on the U.S.A. Board of Trustees:

1. Anthony Carter, Vice President, Global Diversity & Inclusion, Chief Diversity Officer, Johnson & Johnson
2. Tefere Gebre, Executive Vice President, AFL-CIO
3. Cynthia Gibson, EVP, Chief Legal Officer and Corporate Secretary, SCRIPPS NETWORKS INTERACTIVE

**THAT** the following individuals be elected to serve their second three-year term on the U.S.A. Board of Trustees:

1. Molly Corbett Broad, President, American Council on Education
2. Jon Campbell, Executive Vice President, Director of Government and Community Relations, Wells Fargo and Company
3. David Preschlack, Executive Vice President, Affiliate Sales and Marketing, Disney and ESPN Media Networks Group
4. William Rodgers, Professor of Public Policy and Chief Economist, Heldrich Center for Workforce Development, Rutgers, The State University of New Jersey

The motion was **SECONDED** and **CARRIED** with Ms. Holt Baker calling a vote for each individual named. The election of all nominees was approved.

**NEW BUSINESS:** Ms. Holt Baker stated that UWW did not receive notice of any new business; she called for questions or comments.

**PASSING OF THE GAVEL FOR  
WORLDWIDE BOARD CHAIR:**

Ms. Glover announced that Mr. Aquino agreed to serve a second term as chair of the U.S.A. Board.

Mr. Salzberg's term as chair of the UWW Board of Trustees concludes at this annual meeting. Ms. Glover acknowledged Mr. Salzberg's excellent leadership and introduced Mr. Lechleiter as the new chair.

**TRUSTEE RETIREMENTS:** Mr. Lechleiter gave personal remarks in which he recognized Mr. Salzberg for his leadership on the worldwide board. Mr. Lechleiter also acknowledged Ms. Holt Baker for her six years of dedicated service on the U.S.A. Board of Trustees.

**ADJOURNMENT:** There being no further business, Mr. Lechleiter adjourned the meeting at 8:46 a.m.

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Patricia Turner  
Secretary of the Corporation  
United Way Worldwide



## **2015 NOMINEES TO UNITED WAY WORLDWIDE'S BOARD OF TRUSTEES**

### **Election of Worldwide Board Members**

Two individuals have been nominated for election at the 2015 Annual Meeting. The nominees for election are listed below.

### **United Way Worldwide Strategy**

United Way Worldwide launched an enterprise-wide strategy in 2014. This strategy is rooted in insights generated from hundreds of conversations across our network. The first part of the strategy focuses on organizational positioning. It provides a simple way to talk about our complex mission and highlights what makes us unique. The second part of the strategy focuses on action. Five "Bold Plays" and an "Impact Growth Imperative" outline a clear path forward for individual and collective success. Each Bold Play is designed with both a network and an individual United Way lens. The bold plays are:

**Bold Play 1: Commit to and Implement a Single Business Model that Drives Impact AND Increases Revenue**

**Bold Play 2: Create World-Class Individual Experiences with Mobile Capability**

**Bold Play 3: Formalize Community-Partner-of-Choice Agreements with Top 100 Corporate Partners**

**Bold Play 4: Develop New \$10 million Leadership Giving Society**

**Bold Play 5: Create an Enterprise-Wide Partnering Group to Drive Aligned Execution**

Our strategic goals are supported by our ongoing investments in several areas: measuring progress in education, income and health; strengthening the United Way network's capacity locally, regionally and worldwide; expanding United Way's base of donors, advocates, volunteers and supporters; and building reputation and trust. The competencies we seek in our trustees must support our strategy and actions.

The Governance Committee oversees the evaluation of individual board members, committees, and the whole board. The evaluation seeks to ascertain, among other things, whether the board and its committees are functioning effectively and have the necessary skills, backgrounds, and experiences to meet United Way Worldwide's evolving needs.

### **Qualifications for All Trustees**

The United Way Worldwide Board of Trustees has fiduciary oversight of United Way Worldwide. It is responsible for overseeing the business affairs of the organization including strategic leadership, resource and relationship management, reputation building and stewardship of the organization's mission and assets.

To be considered for board membership, *all* United Way Worldwide trustees should possess wisdom and a commitment to the United Way mission. Trustees must exhibit a commitment of both time and active attention to fulfill their fiduciary obligations. Generally, this means that trustees should ensure that they have the time to prepare for meetings; attend board and committee meetings; consult with management as needed; and be engaged in critical decision-making for the organization.

**UNITED WAY WORLDWIDE  
ANNUAL MEETING OF THE MEMBERSHIP  
APRIL 29, 2015**



We also expect our trustees to stay informed about issues that are relevant to our mission. The governance committee’s evaluation of nominees takes into account the ability of nominees to contribute to the diversity of gender, ethnic background, and professional experience represented on the board. The committee reviews its effectiveness in balancing these considerations when assessing the composition of the board.

Below we identify the key qualifications and skills our trustees bring to the board that are important in light of United Way Worldwide’s strategic direction. The trustees’ individual qualifications and skills that the board considered in their nomination are included in the individual biographies that follow.

- Financial expertise
- Marketing
- Multinational experience
- National Goal Areas

**Board Skills Matrix**

The chart below summarizes the specific qualifications, attributes, and skills for each trustee. An “X” in the chart below indicates that the item is a specific reason that the trustee has been nominated to serve on the board. The lack of an “X” does not mean the trustee does not possess that qualification or skill. Rather, an “X” indicates a specific area of focus or expertise of a trustee on which the board currently relies.

Required Expertise	Board of Trustees	
	T1	T2
Financial		X
Marketing	X	
Multinational	X	
National Goal Areas		X

**2015 Nominees**

The Governance Committee has nominated the following candidates for election as trustees. The Board of Trustees recommends a vote FOR the election of each of the following nominees.



**One-Year Term**

Beginning at the 2015 Annual Meeting and concluding at the 2016 Annual Meeting

**1. John J. Dooner, Jr., Chairman, The Dooner Group, New York, New York, U.S.A.**

John J Dooner Jr currently is Chairman Emeritus of McCann Worldgroup, a Company he formed in 1997. Earlier, from 2000 to 2003, he was Chairman & CEO of Interpublic Group (IPG: NYSE), McCann Worldgroup’s parent company; and led McCann Worldgroup as Chairman, CEO from 1997 to 2000, and again from 2003 to 2011, when he assumed the Chairman Emeritus post.



John began his career with McCann Erickson in 1984, rising to Worldwide President in 1992. In 1997 as Chairman & CEO he created and launched the McCann Worldgroup, today one of the world’s leading marketing communication companies, comprised of eight companies which themselves are global leaders in both size and perception in their respective fields. The company operates in over 120 countries with 23,000 employees and \$3 billion in revenue.

**Disclosure of Specific Attributes and Skills for John J. Dooner, Jr.**

Desired Expertise	Discussion of Skills and Attributes
<p><b>Marketing</b> <b>Multinational</b></p>	<p>In 1997, As a long time industry leader, John is the former Vice Chairman of the American Association of Advertising Agencies (4A’s), Chairman of the Ad Council and Member of the Board of the Advertising Education Foundation (AEF). He has been honored with a number of industry awards including the National Human Relations Award from The American Jewish Committee; the AEF Agency Award from the Advertising Educational Foundation; and he was named <i>Adweek</i> magazine’s East Coast Executive of the Year. Under John’s leadership McCann Erickson was named “Agency of the Year/Global Agency of the Year” six times by the leading advertising publications in both the US and Europe.</p> <p>Recently John established the Dooner Group, a marketing communication consultancy. He is a partner in iRGONOMIC, a technology marketing communications company and DDCD a brand and entertainment company.</p> <p>His outside Board of Director posts include: Ethan Allen (ETH NYSE). John was elected to the board in 2011 and serves on the Audit and Compensation Committees. Located in Danbury, CT.</p> <p>St Thomas University. He is 2013 Chairman of the Board of Trustees. He joined the board on 2004. STU has over 5,000 students. Located in Miami Gardens, Florida</p>



**Two-year Term**

*Beginning at the 2015 Annual Meeting and concluding at the 2017 Annual Meeting*

**2. James Bullard, President and Chief Executive Officer, Federal Reserve Bank of St. Louis, St. Louis, Missouri**

Dr. James Bullard is president and chief executive officer of the Federal Reserve Bank of St. Louis, positions he has held since 2008. In these roles, he participates in the Federal Open Market Committee (FOMC) and directs the activities of the Federal Reserve’s Eighth District head office in St. Louis and branches in Little Rock, Arkansas, Louisville, Kentucky, and Memphis, Tennessee.



**Disclosure of Specific Attributes and Skills for James Bullard**

Desired Expertise	Discussion of Skills and Attributes
<p><b>Financial</b></p> <p><b>National Goal Areas</b></p>	<p>An economist and monetary policy scholar, Dr. Bullard has been with the Bank since 1990. His research has appeared in numerous professional journals, including the <i>American Economic Review</i>, the <i>Journal of Monetary Economics</i>, <i>Macroeconomic Dynamics</i> and the <i>Journal of Money, Credit and Banking</i>. He has been a peer reviewer for more than two dozen periodicals and institutions, and currently is co-editor of the <i>Journal of Economic Dynamics and Control</i>. In addition, Bullard has participated in more than 150 conferences, symposia and lectures sponsored by foreign central banks, academic institutions and monetary policy groups around the world.</p> <p>Beyond the Fed, Bullard is an honorary professor of economics at Washington University in St. Louis, where he also sits on the advisory councils of the economics department and of the Olin Business School’s Center for Finance and Accounting Research. He is a member of the University of Missouri-St. Louis Chancellor’s Council and serves on the boards of the St. Louis Regional Chamber and Growth Association and of the United Way of Greater St. Louis.</p> <p>A native of Forest Lake, Minnesota, Bullard received his doctorate in economics from Indiana University in Bloomington. He holds Bachelor of Science degrees in economics and in quantitative methods and information systems from St. Cloud State University in St. Cloud, Minnesota.</p>



## **PROPOSED AMENDMENT TO UNITED WAY WORLDWIDE'S (UWW'S) BYLAWS**

UWW's Board of Trustees recommends

**THAT** the following amendment to UWW's bylaws, Article VI, Section 1 be approved to strengthen U.S. network financial management practices:

*Members shall have an annual audit conducted by an independent certified public accountant whose examination complies with generally accepted auditing standards and generally accepted accounting principles.*

*Exception: organizations with annual revenue totaling less than \$100,000 the audit threshold approved by the U.S.A. National Board and Board of Trustees may have their financial statements annually reviewed rather than audited by an independent public accountant provided they also conduct an independent internal controls assessment at least once every three years.*

*Annually, all Metro ~~1~~ and ~~2~~ members with annual revenue in excess of a threshold approved by the U.S.A. National Board and Board of Trustees will submit audited financial statements to United Way Worldwide.*

### **RATIONALE**

This amendment will eliminate the fixed threshold audit requirement of revenue exceeding \$100,000. Rather the threshold will be approved periodically by United Way's U.S.A. National and Worldwide Board of Trustees. This will provide flexibility to shift the audit threshold in accordance with current financial practices and promote internal controls as a key element of ensuring good financial management.

This change is advantageous for a number of reasons. First, more members will be eligible for annual reviews which cost less than audits. Second, more members will engage in internal control assessments; three percent of fraudulent activity is detected during audits while 30% of fraud is discovered as a result of effective internal controls. Third, the amendment eliminates the outdated reference to Metro size.

If the bylaw amendment is approved by the membership, the annual audit requirement threshold for U.S. members will be \$500,000 of annual revenue and the threshold for submitting audits and form 990s to UWW will at \$4,000,000 of annual revenue, effective July 1, 2015, as approved by United Way's U.S.A. National and Worldwide Board of Trustees.



*(Redline Version)*

ARTICLE VI

Membership Requirements, Rights, and Termination

**Section 1. Requirements.** Members shall refrain from taking any actions or conducting activities likely to damage the welfare, interests, or reputations of the United Way system and meet the following eligibility criteria:

B. U.S.A. Membership Requirements:

(a) be recognized as exempt from taxation under Section 501(c)(3) of the Internal Revenue Code as well as under corresponding provisions of other applicable state, local, or foreign laws or regulations and file IRS Form 990 annually in a timely manner. Annually, all Metro 1 and 2 members will submit their entire IRS Form 990 to United Way Worldwide.

(b) comply with all other legal local, state, and federal operating and reporting requirements (e.g., non-discrimination);

(c) have an active, responsible, and voluntary governing body, which ensures effective governance over the policies and financial resources of the organization;

(d) adhere to a locally-developed and adopted statement to ensure volunteers and staff broadly reflect the diversity of the community it serves;

(e) represent itself as a United Way in accordance with all United Way Worldwide trademark standards and requirements, including those contained in the licensing agreement;

(f) provide financial support to United Way Worldwide in accordance with the agreed-upon membership investment formula;

(g) adhere to a locally-developed and adopted code of ethics for volunteers and staff, which includes provisions for ethical management, publicity, fund-raising practices; and full and fair disclosure. All Metro 1 and 2 members will submit a copy of their current code of ethics to United Way Worldwide;

(h) have an annual audit conducted by an independent certified public accountant whose examination complies with generally accepted auditing standards and generally accepted accounting principles. Exception: (organizations with annual revenue totaling less than \$100,000 the audit threshold approved by the U.S.A. National Board and Board of Trustees may have their financial statements annually reviewed rather than audited by an independent public accountant provided they also conduct an independent internal controls assessment at least once every three years).

Annually, all ~~Metro 1 and 2~~ members with annual revenue in excess of a threshold approved by the U.S.A. National Board and Board of Trustees will submit audited financial statements to United Way Worldwide;



**UNITED WAY WORLDWIDE  
ANNUAL MEETING OF THE MEMBERSHIP  
APRIL 29, 2015**



- (i) conduct and submit to United Way Worldwide every three years a community-driven self-assessment of their community impact work, financial management, and organizational governance and decision making;
- (j) annually submit Database II and Amounts Raised Card to United Way Worldwide;
- (k) biannually submit Income and Expense Survey to United Way Worldwide;
- (l) adhere to standard accounting guidelines contained in Database II Survey for reporting campaign revenue;
- (m) adhere to the following cost deduction standards:
  - a) charge only actual expenses against a donor's pledge
  - b) will not deduct fundraising or processing fees from designated gifts originating by or from another United Way organization.



## **PROXY STATEMENT**

### **1. AMENDMENTS TO BYLAWS**

On December 1, 2014, United Way Worldwide's (UWW's) Board of Trustees approved an amendment to Article VI, Section 1, B. U.S.A. Membership Requirements. The amendment removes a fixed revenue number from the USA membership audit requirement and allows certain United Way members to have their financial statements reviewed rather than audited. This amendment has been approved by the board to allow members flexibility to respond quickly to changing conditions and ensure good financial management.

### **2. ELECTION OF WORLDWIDE and U.S.A. BOARD MEMBERS**

United Way Worldwide's (UWW's) Board of Trustees and United Way's U.S.A. Board of Trustees each approved an attached slate of nominees for election to their respective boards. Nominees are a slate of cross-sector leaders that were chosen for their valued expertise, leadership and commitment to United Way. The names of additional nominees may be added to the slates as their acceptances are received and will be posted on United Way Online ([online.unitedway.org](http://online.unitedway.org)).

### **3. OTHER BUSINESS**

Any other matter which may properly come before the meeting and be voted on must be in compliance with the New York State Not-For-Profit Corporation Law and UWW's Articles of Incorporation and Bylaws. Any new voting matters should be shared with Ms. Patricia Turner, Esq., UWW's General Counsel and Secretary, by April 20, 2015.



**VOTING PROXY FOR U.S.A. MEMBERS**

**A proxy may be submitted if a United Way Worldwide partner is unable to have either its CEO or Board Chair present to vote at the Annual Meeting.** This proxy may be used to submit a member United Way’s vote and designate Patricia Turner, United Way Worldwide’s Secretary of the Corporation, to be such member’s lawful substitute and proxy OR this proxy may be used to designate another representative other than Ms. Turner to be such member’s lawful substitute and proxy at the annual meeting.

The form below may be used to indicate how your organization would like its vote cast. If completed, your vote will be cast accordingly, see Instructions for Proxyholder below.

MEMBER ORG. (UNITED WAY) NAME: \_\_\_\_\_

The undersigned representative of a member organization of United Way Worldwide does hereby constitute and appoint *(Please check one)*

Patricia J. Turner, Esq., Secretary, United Way Worldwide

Other \_\_\_\_\_

to be such member’s lawful substitute and proxy. (To designate someone other than Ms. Turner, please insert in the blank space above the name of the registered delegate you desire to exercise your proxy.)

This proxy designates a representative in the name of such member to vote in person at the Annual Meeting of the members of United Way Worldwide to be held on Wednesday, April 29, 2015 from 8:00 a.m. to 9:00 a.m., in Grapevine Ballroom C of the Gaylord Texan Resort & Convention Center, 1501 Gaylord Trail, Grapevine, Texas, 76051 U.S.A. and at any adjourned and reconvened meeting thereof, at the discretion of the management, on such business as may properly come before the meeting on the items set forth below and more fully described in the Proxy Statement. Said member hereby revokes any proxy or proxies heretofore given to any other person or persons whomsoever.

**Instructions for Proxyholder**

The form below may be used to indicate how your organization would like to cast its vote. United Way Worldwide’s Board of Trustees recommends a vote of approval for all ballot measures. If left blank or incomplete, your proxy will be so voted unless otherwise indicated below. In accordance with New York Not-For-Profit Law, proxies will not be accepted on-site at the annual meeting. Proxies must be received and accounted for by the Inspectors of Election, Ms. Patricia Turner, Esq., United Way Worldwide’s Secretary and Ms. Melissa Wolfe, United Way Worldwide’s Director of Governance, **by 5:00 p.m., U.S. Eastern Time on April 28, 2015.** Proxies must be returned for receipt by this date/time at United Way Worldwide, 701 North Fairfax Street, Alexandria, Virginia, USA 22314-2045, Attn: Executive Office. Where time is a factor, the proxy may be submitted via facsimile to +1 703-683-7846 before April 28, 2015 and the original copy mailed subsequently.

**1. Approval of the minutes of the 2014 Annual Meeting**

For

Against

Abstain

**UNITED WAY WORLDWIDE  
ANNUAL MEETING OF THE MEMBERSHIP  
APRIL 29, 2015**



MEMBER ORG. (UNITED WAY) NAME: \_\_\_\_\_

**2. Adoption of Amendments to United Way Worldwide’s Bylaws:**

*Restated with Proposed Amendments*

**Article VI, Section 1B U.S.A. Membership Requirements**

(h) have an annual audit conducted by an independent certified public accountant whose examination complies with generally accepted auditing standards and generally accepted accounting principles. Exception: organizations with annual revenue totaling less than the audit threshold approved by the U.S.A. National Board and Board of Trustees may have their financial statements annually reviewed rather than audited by an independent public accountant provided they also conduct an independent internal controls assessment at least once every three years.

Annually, all members with annual revenue in excess of a threshold approved by the U.S.A. National Board and Board of Trustees will submit audited financial statements to United Way Worldwide.

Vote for the Bylaws amendments to Article VI, Section 1B, (h):

For  Against  Abstain

**NOMINEES TO WORLDWIDE BOARD OF TRUSTEES**

**3. ONE-YEAR TERM:**

John Dooner, Chairman, The Dooner Group

For  Against  Abstain

**4. TWO-YEAR TERM:**

James Bullard, President and CEO, Federal Reserve Bank of St. Louis

For  Against  Abstain

**NOMINEES TO U.S.A. BOARD OF TRUSTEES**

**5. FIRST THREE-YEAR TERM:**

Cynthia Figueroa, President and CEO, Congreso de Latinos Unidos

For  Against  Abstain

Donn Grimm, Principal Vice President, Bechtel Infrastructure and Power Corporation

For  Against  Abstain

**6. SECOND THREE-YEAR TERM:**

Marc Bluestein, Founder and President, Aquarius Sports & Entertainment, Fulton, Maryland

For  Against  Abstain

Mary Ellen Garrett, Senior Vice President – Investments, The Garrett Group, Atlanta, Georgia

For  Against  Abstain

Juana Slade, Director of Diversity and Language Services, AnMed Health, Anderson, South Carolina

For  Against  Abstain

**UNITED WAY WORLDWIDE  
ANNUAL MEETING OF THE MEMBERSHIP  
APRIL 29, 2015**



***NOTE:** Additional nominees may be added as their acceptances are received. The names of additional nominees will be posted on United Way Online ([online.unitedway.org](http://online.unitedway.org)) and will be voted upon at the Annual Meeting. United Way's Worldwide and U.S.A. Board of Trustees recommend a vote for these additional nominees and your proxy will be so voted unless otherwise indicated.*

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IN WITNESS THEREOF, said member has executed this proxy the \_\_\_\_ day of \_\_\_\_\_, 2015.

MEMBER ORGANIZATION (UNITED WAY) NAME: \_\_\_\_\_

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

ADDRESS 1: \_\_\_\_\_

ADDRESS 2: \_\_\_\_\_

COUNTRY/PROVINCE \_\_\_\_\_

SIGNATURE: \_\_\_\_\_



**2015 NOMINEES TO UNITED WAY'S U.S.A. BOARD OF TRUSTEES**

**Election of U.S.A. Board Members**

Five individuals have been nominated for election at the 2015 Annual Meeting. The nominees for election are listed below.

**United Way Worldwide Strategy**

United Way Worldwide launched an enterprise-wide strategy in 2014. This strategy is rooted in insights generated from hundreds of conversations across our network. The first part of the strategy focuses on organizational positioning. It provides a simple way to talk about our complex mission and highlights what makes us unique. The second part of the strategy focuses on action. Five "Bold Plays" and an "Impact Growth Imperative" outline a clear path forward for individual and collective success. Each Bold Play is designed with both a network and an individual United Way lens. The bold plays are:

**Bold Play 1: Commit to and Implement a Single Business Model that Drives Impact AND Increases Revenue**

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**Bold Play 3: Formalize Community-Partner-of-Choice Agreements with Top 100 Corporate Partners**

**Bold Play 4: Develop New \$10 million Leadership Giving Society**

**Bold Play 5: Create an Enterprise-Wide Partnering Group to Drive Aligned Execution**

Our strategic goals are supported by our ongoing investments in several areas: measuring progress in education, income and health; strengthening the United Way network's capacity locally, regionally and worldwide; expanding United Way's base of donors, advocates, volunteers and supporters; and building reputation and trust. The competencies we seek in our trustees must support our strategy and actions.

The U.S. Nominating Committee oversees the evaluation of individual board members and the whole board. The evaluation seeks to ascertain, among other things, whether the board is functioning effectively and has the necessary skills, backgrounds, and experiences to meet the United Way U.S. network's evolving needs.

**Qualifications for All Trustees**

The U.S.A. Board serves as the governing body charged with providing oversight of matters related to, and specific to, the United Way system in the United States. Its responsibilities include U.S. membership issues, public policy, community impact, resource development, and U.S. Board development. It will also provide counsel and recommendations to the Worldwide Board on system-wide issues.

To be considered for board membership, *all* United Way U.S.A. trustees should possess wisdom and a commitment to the United Way mission. Trustees should ensure that they have the time to prepare for meetings; attend board and committee meetings; consult with management as needed; and be engaged in critical decision-making for the U.S. network.

We also expect our trustees to stay informed about issues that are relevant to our mission. The U.S. Nominating Committee's evaluation of nominees takes into account the ability of nominees to contribute to the diversity of gender, ethnic background, and professional experience represented on the board. The

**UNITED WAY WORLDWIDE  
ANNUAL MEETING OF THE MEMBERSHIP  
APRIL 29, 2015**



committee reviews its effectiveness in balancing these considerations when assessing the composition of the board.

Below we identify the key qualifications and skills our trustees bring to the board that are important in light of United Way Worldwide’s strategic direction and the responsibilities of the U.S.A. Board. The trustees’ individual qualifications and skills that the board considered in their nomination are included in the individual biographies that follow.

- Corporate Leadership
- Diversity
- Marketing
- National Goal Area expertise (Education, Income and Health)
- Thought Leadership

**Board Skills Matrix**

The chart below summarizes the specific qualifications, attributes, and skills for each trustee. An “X” in the chart below indicates that the item is a specific reason that the trustee has been nominated to serve on the board. The lack of an “X” does not mean the trustee does not possess that qualification or skill. Rather, an “X” indicates a specific area of focus or expertise of a trustee on which the board currently relies.

Required Expertise	Board of Trustees – First Terms	
	T1	T2
Corporate Leadership	X	
Diversity		X
National Goal Areas		X
Thought Leadership		X

Required Expertise	Board of Trustees – Second Terms		
	T1	T2	T3
Corporate Leadership	X		
Diversity			X
Marketing	X		
National Goal Areas		X	X
Thought Leadership		X	X

**2015 Nominees**

The U.S. Nominating Committee has nominated the following candidates for election as trustees. The U.S.A. Board of Trustees recommends a vote FOR the election of each of the following nominees.



**First 3-year Term**  
*Beginning at the 2015 Annual Meeting and concluding at the 2018 Annual Meeting*

**1. Donn W. Grimm, Principal Vice President, Bechtel Infrastructure and Power Corporation**

Donn is a principal vice president of Bechtel Infrastructure and Power Corporation responsible for the Communications business unit. In his current role, he is responsible for project execution, strategy, overall customer satisfaction, quality of services, and profitability for the organization. The business unit focuses on engineering, procurement, construction and project management of wireless and wire line communications infrastructure deployments globally and is comprised of approximately 1,000 colleagues managing projects in excess of \$1 billion in revenue annually.



**Disclosure of Specific Attributes and Skills for Donn Grimm.**

Desired Expertise	Discussion of Skills and Attributes
<p><b>Corporate Leadership</b></p>	<p>Prior to this leadership position, Donn served as president of the Communications, Renewables and Transmission business line and as the corporate manager of Environmental, Safety &amp; Health where he was responsible for developing and managing the implementation of corporate ES&amp;H strategies while communicating Bechtel’s ES&amp;H values across all Global Business Units in pursuit of Zero incidents. These responsibilities enabled Donn to work with projects and craft workers in the United States, Australia, Chile, Thailand, Kosovo, Canada, Africa and the Middle East. During his leadership, the company’s ES&amp;H performance metrics improved 20%.</p> <p>Donn has held numerous leadership positions in Bechtel during his 15 years, including strategy, business development, operations, project management, and business line profit and loss. Donn is recognized for his high-energy leadership style, communications skills, customer focus and commercial acumen. He has contributed to numerous Bechtel committees including People and Leadership, M&amp;BD, Construction and Project Management. He has also served as a member of the Bechtel Leadership Academy Board of Advisors, Crisis Management Team, and sponsor of Bechtel’s NextGen group.</p> <p>Donn earned a Bachelor of Business Administration (BBA) degree from the University of Notre Dame, where he was also a linebacker on the 1988 National Championship American football team. Donn also earned a Master of Business Administration (MBA) from The George Washington University.</p>





**First 3-year Term**  
***Beginning at the 2015 Annual Meeting and concluding at the 2018 Annual Meeting***

**2. Cynthia Figueroa, President and CEO, Congreso de Latinos Unidos**

Cynthia Figueroa began her tenure as President and CEO of Congreso de Latinos Unidos in January 2011. In this capacity, she has fiscal oversight of more than \$24 million dedicated to strengthening Latino communities through social, economic, education and health services. Founded in 1977, Congreso is the City of Philadelphia’s largest nonprofit agency providing expert services to the Latino community, and has been recognized as one of the Top 25 Hispanic nonprofits in the nation by *Hispanic Business* magazine.



Under her leadership, Congreso has experienced many accomplishments, including opening the Congreso Health Center – a Federally Qualified Health Center in partnership with PHMC. In September 2012, Figueroa led Congreso to expand its North American Street Campus with the newly constructed Trujillo Center that houses Congreso’s K-8 charter school and Harcum College at Congreso, an associate’s degree program. She has supported Congreso’s Data and Evaluation Department in achieving national recognition for their outcomes measurement, which now provides technical assistance to public and nonprofit agencies throughout the country. In 2014, Congreso was named the National Council of La Raza Affiliate of the Year and for the third year in a row Congreso was named Top Place to Work by Philly.com.

**Disclosure of Specific Attributes and Skills for Cynthia Figueroa**

Desired Expertise	Discussion of Skills and Attributes
<p><b>Diversity</b></p> <p><b>National Goal Areas</b></p> <p><b>Thought Leadership</b></p>	<p>Prior to leading Congreso, Figueroa served as the Deputy Commissioner for the City of Philadelphia’s Department of Human Services (DHS) and as the Executive Director of Women Against Abuse, the largest domestic violence agency in the Commonwealth of Pennsylvania.</p> <p>Figueroa brings international leadership and recognition to Congreso through a prestigious Eisenhower Fellowship, in which she traveled to Chile and Argentina to explore women leadership models in the government and the private sector. In the spring of 2013, she also traveled to Israel as a delegate of the Israeli Foreign Ministry with the American-Israel Friendship League. In addition, Ms Figueroa has been recognized by SmartCEO Brava! Women Business Achievement Award for her exemplary leadership and her support of local philanthropy, The University of Pennsylvania Outstanding Leadership Award, the National Football League/Philadelphia Eagles Hispanic Heritage Leadership Award, Impacto’s Most Influential Latinos, Philadelphia Flyers Community Leadership Award, <i>Philadelphia Business Journal</i> 40 Under 40, and Al Dia Latina Woman of Merit.</p>



**Second 3-year Term**  
***Beginning at the 2015 Annual Meeting and concluding at the 2018 Annual Meeting***

**3. Marc Bluestein, Founder and CEO, Aquarius Sports & Entertainment, Fulton, Maryland**

Marc Bluestein is president and founder of Aquarius Sports & Entertainment, a sports sponsorship, entertainment, and event marketing agency.

An industry veteran, Marc started Aquarius in January of 2008 after many years of experience in the sports and entertainment marketing field. Marc has more than 18 years experience in negotiating and implementing sponsorship deals at the national, regional and local levels for teams as well as Fortune 500 clients.



**Disclosure of Specific Attributes and Skills for Marc Bluestein.**

Desired Expertise	Discussion of Skills and Attributes
<p><b>Corporate Leadership</b></p> <p><b>Marketing</b></p>	<p>At Aquarius, Marc oversees the day-to-day operations, sales, and sponsorship consulting efforts for the agency’s client roster, which includes AAA, Modern Business Associates, RCN Cable, Arby’s, the Pro Football Hall of Fame and the National Football League. Over the course of his career, he has developed, negotiated and activated integrated sponsorship agreements with properties such as the Super Bowl, the Olympics, the NCAA Men’s Final Four, the PGA Tour, and multiple NFL, NHL, NBA, and MLB teams.</p> <p>Prior to Aquarius, Marc held several industry positions, including vice president of sales and marketing for Sportsworx, where he led corporate marketing sales representation efforts for the Washington Nationals franchise, the Nationals Radio Network, the Washington Capitals, and the BB&amp;T Classic College Basketball Tournament.</p> <p>In the spring of 2010, Marc was appointed to the Steering Committee and Board of Directors of the National Sports Forum. The National Sports Forum is the largest annual cross gathering of the top team sports marketing, sales, promotions and event entertainment executives - from throughout the broad spectrum of teams and leagues, (i.e. NFL, MLB, NBA, NHL, Minor Leagues, Racing, Colleges, etc.), in North America.</p>




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**Second 3-year Term**  
*Beginning at the 2015 Annual Meeting and concluding at the 2018 Annual Meeting*

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**4. Mary Ellen Garrett, Senior Vice President – Investments, The Garrett Group, Atlanta, Georgia**

The Garrett Group is part of Merrill Lynch’s Global Wealth Management Group and provides wealth management services for individuals and corporations. Mary Ellen Garrett serves as Senior Vice President – Investments.



Prior to this, she served Merrill Lynch as Divisional Manager and Vice President of the Estate Planning Division, as well as the Regional Manager of the Direct Investment Group for the Southeast Region.

**Disclosure of Specific Attributes and Skills for Mary Ellen Garrett.**

Desired Expertise	Discussion of Skills and Attributes
<p><b>National Goal Areas</b></p> <p><b>Thought Leadership</b></p>	<p>Mary Ellen formerly served as United Way of Metropolitan Atlanta’s Financial Services Chair and United Way of Metropolitan Atlanta’s Women’s Initiative &amp; Legacy Chair.</p> <p>Mary Ellen is a graduate of the Institute for Investment Management Consultants, a certified member of Merrill Lynch’s training school. In 2011, Mary Ellen was a recipient of the Womenetics POW Award. In 2009 she was recognized as one of Barron’s America’s Top Advisors State-by-State. She was also named as one of 10 honorees from financial services firms across the U.S. to receive Outstanding Broker Awards co-sponsored by Registered Rep magazine. The award recognizes commitment to professional excellence, client trust and community service.</p> <p>In 2005, Mary Ellen received the State By State Winner’s Circle Award from Research magazine, and in 2006, she was the recipient of the Atlanta Community Award for Leadership, Character and Integrity. She was also named as one of Worth’s top 100 Wealth Advisors in 2007, 2008 &amp; 2010. She is a current member and Chair Emeritus of Merrill Lynch’s National Diversity &amp; Inclusion Advisory Council To Management.</p>




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**Second 3-year Term**  
***Beginning at the 2015 Annual Meeting and concluding at the 2018 Annual Meeting***

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**5. Juana Slade, Director of Diversity and Language Services, AnMed Health, Anderson, South Carolina**

Juana Spears Slade is the director of Diversity and Language Services for AnMed Health. AnMed Health --- the state’s largest private, not-for-profit health system --- was one of the first in South Carolina to dedicate full-time resources to diversity management. Under her leadership AnMed Health has developed a comprehensive, integrated diversity program to better manage the organization's increasingly diverse patient population and workforce.



AnMed Health has been recognized for its work in cultural and linguistic competence by the US Department of Health and Human Services Office for Civil Rights; the Robert Wood Johnson Foundation; the Institute for Diversity in Health Management (IFD), an affiliate of the American Hospital Association; and *Advance for Nurses*, a nursing trade publication. AnMed Health’s Interpretation Service program was featured in the November 3, 2008, issue of *Modern Healthcare*, and in the 2006 “Best Hospitals” issue of *U.S. News and World Report*. In June 2010, AnMed Health was named “Best in Class” for effectively engaging the diverse communities it serves and “Promising Practice” in the delivering of culturally and linguistically competent patient care by the IFD.

**Disclosure of Specific Attributes and Skills for Juana Slade.**

Desired Expertise	Discussion of Skills and Attributes
<p><b>Diversity</b></p> <p><b>National Goal Areas</b></p> <p><b>Thought Leadership</b></p>	<p>In July 2009, Juana completed a two-year term as chair of the board of directors for the United Way of Anderson County, the first African American to serve in this capacity. She is the former chair of the United Way Worldwide’s National Women’s Leadership Council and was the 2006 recipient of the ATHENA Award presented by the Anderson Area Chamber of Commerce. Juana completed diversity studies through the American Society for Human Resource Management; the American Institute for Managing Diversity in Atlanta, GA; and the Upstate Diversity Leadership Academy of Furman University in Greenville, SC.</p> <p>Juana is a Cultural Competence Fellow of the Health Research Education Trust, an affiliate of the American Hospital Association, a member of the American College of Healthcare Executives and a founding member the American Leadership Council of the Institute for Diversity in Health Management, also an AHA affiliate. Juana is President of the South Carolina Society of Healthcare Diversity Professionals, an affiliated personal membership group of the South Carolina Hospital Association.</p>

## United Way Worldwide

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John C. Lechleiter, Ph.D.  
Chair of the Board of Trustees



TO: MEMBERS OF UNITED WAY WORLDWIDE

FROM: JOHN LECHLEITER

DATE: MARCH 20, 2015

SUBJECT: CALL TO ATTEND ANNUAL MEETING – APRIL 29, 2015

On April 29, we will host the 2015 United Way Worldwide (UWW) Annual Meeting in Grapevine, Texas in the United States. All members are entitled to one delegate vote (with the exception of State Associations, per UWW bylaws); I encourage you to attend this meeting or submit your vote by proxy.

This year's meeting will take place from 8:00–9:00 a.m. at the Gaylord Texan Resort & Convention Center (1501 Gaylord Trail - Grapevine Ballroom C). The agenda will include an update on the state of the organization, followed by proposed bylaw amendments and the election of board members.

Enclosed for your review are the proxy statement, minutes from the 2014 Annual Meeting, proposed bylaw amendments, and board nominations. Also enclosed is a proxy form to be used by any qualifying member organization that is unable to attend the meeting, but would like to exercise its right to vote.

UWW General Counsel and Secretary Patricia Turner, Esq. will be the organization's designee, and will vote on behalf of the proxies at this year's meeting. To designate someone else to exercise your proxy\*, please insert the person's name on the enclosed proxy form. All proxy forms must be received no later than 5:00 p.m. U.S. Eastern Time on April 28, and may be submitted by fax (+1 703.683.7846) or mail (address on form).

Any additional voting matters for discussion at the meeting should be sent to Ms. Turner by April 20. She is available to answer your questions at [patricia.turner@uww.unitedway.org](mailto:patricia.turner@uww.unitedway.org) or (+1 703.683.7866).

Thank you in advance for your participation at this meeting (either by proxy or in person).

Enclosures

cc: United Way Worldwide Board of Trustees  
United Way U.S.A. Board of Trustees

*\*The substitute proxy should be executed by an authorized volunteer representative of the member United Way organization.*

## Presidents Report for April 16, 2015

### Meetings

- 3/20 – Board orientation Joy Lyon
- 3/21 – Work on office move
- 3/24- Coeur campaign presentation, Rotary meeting, Events Committee meeting
- 3/25 – Food Resource Meeting
- 3/26 – Staff discussion website, Chamber meeting, Loren Jones CBJ – SSAB conversation  
Rustan Burton conversation, City of Kodiak Legislative reception
- 3/27 – Executive Committee meeting, Lunch with Karen Crane, Foraker Public Policy committee
- 3/30 – UWSEAK Strategic planning,
- 3/31 – Coeur campaign presentation, Ted Wilson & Lisa Worl reading tutors discussion,  
Rotary meeting,
- 4/1 – Lunch w/Joan O’Keefe SAIL, BAM meeting, Millie Ryan birthday function
- 4/2 – Chamber meeting Rustan Burton conversation
- 4/3 – Northrim Bank Economic luncheon,
- 4/4 – Office move
- 4/5 – Office move
- 4/7 – Rotary meeting, Molly Duvall ACS phone & internet service relocation, Medicaid  
Expansion presentation w/ Commissioner Davidson
- 4/8 – Imagination Library webinar, lunch w/Charles Westmoreland
- 4/9 – Lunch w/sue Bill Health committee and Events discussion
- 4/10 – Lunch w/Patrick Ryland Wells Fargo, Southeast Regional District Manager
- 4/11 – Office move
- 4/12 – Office move
- 4/13 – Lunch w/Samantha Dye social service discussion ideas, Community Health Improvement  
Network teleconf
- 4/14 – Joy Lyon & Millie Ryan Nonprofit Executives ideas/discussion
- 4/15 – Food Resources Group meeting,
- 4/16 – Coeur check presentation @ Chamber meeting, Board meeting

### Worked on following tasks –

- Staff training
- Office remodel and move
- Campaign presentations
- Community Health Initiative Network project planning
- Server reorganization
- Orca Point Lodge event
- Website upgrade and expansion
- 990 tax return
- UWW membership renewal

## Partner Agency Breakdown by Community

### Angoon

Catholic Community Service

### Craig

Catholic Community Service

### Haines

Big Brothers Big Sisters of Alaska

Catholic Community Service

Hospice of Haines

Lynn Canal Counseling

REACH, Inc.

Southeast Alaska Independent Living (SAIL)

### Hoonah

Big Brothers Big Sisters of Alaska

Catholic Community Service

### Hydaburg

Boys & Girls Club

Catholic Community Service

### Juneau

Aiding Women in Abuse & Rape Emergencies (AWARE)

Alaska Health Fair, Inc. \*

Alaska Legal Services Corporation

Alaskan AIDS Assistance Association

American Red Cross of Alaska

Association for the Education of Young Children (AEYC)

Big Brothers Big Sisters of Alaska

Boy Scouts of America, Great Alaska Council<sup>†</sup>

Catholic Community Service

Cancer Connection

Gastineau Human Services Corporation

Girl Scouts of Alaska<sup>‡</sup>

The Glory Hole

Helping Hands

Juneau Family Health and Birth Center

Love in the Name of Christ (Love INC)

Planned Parenthood of the Great Northwest

Polaris House

REACH, Inc.

St. Vincent de Paul

Southeast Regional Resource Center

Southeast Alaska Food Bank

Southeast Alaska Guidance Association (SAGA)

Southeast Alaska Independent Living (SAIL)

Wildflower Court

### Kake

Boys & Girls Club

Catholic Community Service

### Ketchikan

Alaska Legal Services Corporation

Big Brothers Big Sisters of Alaska

Boys & Girls Club

Catholic Community Service

Girl Scouts of Alaska<sup>‡</sup>

Ketchikan Youth Initiatives

Women in Safe Homes (WISH)

Southeast Alaska Independent Living (SAIL)

### Klawock

Boys & Girls Club

Catholic Community Service

### Klukwan

Catholic Community Service

### Metlakatla

Boys & Girls Club

### Saxman

Catholic Community Service

### Sitka

Big Brothers Big Sisters of Alaska

Boys & Girls Club

Brave Heart Volunteers

Catholic Community Service

Sitkans Against Family Violence

Sitka Counseling and Prevention

Planned Parenthood of the Great Northwest

Southeast Alaska Independent Living (SAIL)

### Skagway

Catholic Community Service

Lynn Canal Counseling

### Petersburg

REACH, Inc.

### Wrangell

Catholic Community Service

### Yakutat

Big Brothers Big Sisters of Alaska

Catholic Community Service

• Sponsor health fairs in across Southeast Alaska.

† Troop activities in Craig, Gustavus, Hoonah, Hydaburg, Hyder, Juneau, Kake, Ketchikan, Metlakatla, Naukati, Pelican, Petersburg, Sitka, Skagway, Thorne Bay, Wrangell, and Yakutat

‡ Troop activities and day camps in Craig, Elfin Cove, Gustavus, Hoonah, Hydaburg, Juneau, Kake, Ketchikan, Klawock, Metlakatla, Naukati, Petersburg, Sitka, Skagway, Tenakee, Thorne Bay, Wrangell, and Yakutat

**Education: More children and your achieve their potential**

- **More children enter school with the language and literacy skills they need for success**
- **More youth make positive choices leading to success in school and life**

Association for the Education of Young Children  
 Big Brothers Big Sisters  
 Boys & Girls Club  
 Boys Scouts of America, Great Alaska Council  
 Girl Scouts of Alaska  
 Ketchikan Youth Initiatives  
 NAMI  
 REACH, Inc.  
 SERRC: The Learning Connection

**Income Stability: Promoting Financial Stability and Independence**

- **More individuals and families meet their basic needs and increase their income stability**
- **More individuals and families are housed and connected to the right resources**

Aiding Women and Abuse and Rape Emergencies (AWARE)  
 Alaska Legal Services Corporation  
 Catholic Community Service  
 The Glory Hole  
 Helping Hands  
 Gastineau Human Services  
 Love in the Name of Christ (Love INC)  
 Polaris House  
 REACH, Inc.  
 Sitkans Against Family Violence (SAFV)  
 St. Vincent de Paul  
 Southeast Alaska Food Bank  
 Women in Safe Homes (WISH)

**Health: Working toward healthier individuals and communities**

- **More residents of Southeast Alaska gain access to health education and regular health screenings**
- **More low income residents in Southeast Alaska have access to quality health care**

Aiding Women and Abuse and Rape Emergencies (AWARE)	Southeast Alaska Independent Living (SAIL)
Alaska Health Fair, Inc	Wildflower Court
Alaskan AIDS Assistance	Women in Safe Homes (WISH)
American Red Cross of Alaska	
Brave Heart Volunteers	
Cancer Connection	
Catholic Community Service	
Hospice of Haines	
Juneau Family Health & Birth Center	
Lynn Canal Counseling	
NAMI	
Planned Parenthood of the Great Northwest	
REACH, Inc.	
Sitka Counseling and Prevention	
Sitkans Against Family Violence (SAFV)	

Please note that some partner agencies may fall into multiple impact areas.