

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

**Thursday, October 17, 2013
5:15-7:00 PM**

**United Way of Southeast Alaska Conference Room
Teleconference: (800) 315-6338, Code: 5530**

- I. CALL TO ORDER and INTRODUCTIONS** – Past Chair Becker
- II: APPROVAL OF AGENDA** – Corrections/Additions
- III: APPROVAL OF MINUTES** – Corrections/Additions
September 19, 2013 Minutes
- IV: PRESENTATIONS** – Marketing Plan – Lorene Palmer
Talking points development – Why United Way?
- V: COMMITTEE REPORTS**
 - Finance Committee – Mesdag, Treasurer
 - Personnel Committee – Sheryl Weinberg, Secretary
 - Campaign Committee – Rosemary Hagevig, Robbie Stell
 - Board Development Committee – Karen Crane
 - Events Committee – Day of Caring report – Jennifer Treadway
 - Community Impact Committee –
 - Health –
 - Education – Alberta Jones
 - Income Stability – Jaysen Katasse
- VI: STRATEGIC PLAN UPDATE** –
- VII: OLD BUSINESS**
- VIII: NEW BUSINESS**
 - Election of New Board Member – Ann Gifford
 - Possible new board candidates
- IX: CHAIR REPORT** – Mary Becker
- X; PRESIDENTS REPORT** – Wayne Stevens
- XI: BOARD MEMBER COMMENTS**
- XII: ADJOURNMENT**

Next Meeting November 21, 2013

2013 Board Member Attendance																%		
Board Term Ends	First Name	Last Name	1/12	2/21	3/15	3/21	4/18	5/16	6/20	7/18	8/15	9/19	10/17	11/21	12/19	Attend	X's	Total
Jan - 2014	Mary	Becker	X	X	X	X	X	X	X	X	X	E				90%	9	10
Jan - 2015	Mark	Bryan	X	X	X	X	X	E								83%	5	6
Jan - 2015	Karen	Crane	X	X	X	X	X	E	X	X	X	X				90%	9	10
Jan - 2014	Katherine	Eldemar	E	A	A	A	A	A	A	E	A	A				0%	0	10
Jan - 2014	Glenn	Gelbrich	E	E	E	X	X	X	X	X	X	E				60%	6	10
Jan - 2014	Chris	Gerondale	X	A	E	X	A	A	X	X	X	E				50%	5	10
Jan - 2015	Erin	Hester								X	X	X				100%	3	3
Jan - 2014	Alberta	Jones	X	X	X	X	X	X	X	X	X	E				90%	9	10
Jan - 2014	Jaysen	Katasse	E	X	X	E	X	X	X	E	E	E				50%	5	10
Jan - 2016	Mark	Mesdag	X	X	E	X	X	E	X	E	E	X				60%	6	10
Jan - 2014	Joan	O'Keefe	X	X	X	X	E	X	X	E	E	X				70%	7	10
Jan - 2016	Corey	Pavitt	X	E	E	X	A	A	X							43%	3	7
Jan - 2015	Hagevig	Rosemary	X	X	X	X	X	X	E	E	E	X				70%	7	10
Jan - 2015	Bernie	Sorenson	X	A	A	A	A	A	A	A	A	A				10%	1	10
Jan - 2016	Robbie	Stell	X	X	X	X	X	E	X	X	X	X				90%	9	10
Jan - 2014	Lance	Stevens	X	X	E	E	E	X	E	X	X	X				60%	6	10
Jan - 2015	Sheryl	Weinberg	X	X	X	X	E	E	E	E	E	X				50%	5	10
Jan - 2016																#DIV/0!	0	0
Total Board			16	16	16	16	16	16	15	15	15	15	0	0	0			
Attendance			13	11	9	12	9	7	10	8	8	8	-	-	-			
Average Percentage attending			81%	69%	56%	75%	56%	44%	67%	53%	53%	53%	####	####	####	50%		
	X = Attended																	
	T = Teleconferenced in																	
	E= Excused																	
	A=Absent																	

United Way of Southeast Alaska Board of Directors Meeting

Thursday, September 19, 2013

5:15-6:55 PM

United Human Services Conference Room

Board Members in Attendance

Board Members in Attendance					
E	Mary Becker –Chair	X	Rosemary Hagevig		Staff
X	Lance Stevens - Past Chair	T	Erin Hester	X	Wayne Stevens
X	Karen Crane – Chair Elect	E	Alberta Jones	X	Jennifer Treadway
X	Mark Mesdag –Treasurer	E	Jaysen Katasse		
X	Sheryl Weinberg– Secretary	T	Joan O’Keefe		Guest(s):
A	Katherine Eldemar	A	Bernie Sorenson		
E	Glenn Gelbrich	T	Robbie Stell		
E	Chris Gerondale				
Legend: X = present E = excused absence T = teleconference A=absent					

Call to Order and Introductions

Chair Elect Crane called the meeting to order at 5:20 PM. A quorum was established with eight board members present or on the phone.

Approval of Agenda

Chair Elect Crane asked for approval of the agenda and asked if there were any objections to adopting it as presented. There were no objections to the adoption of the agenda.

Approval of the Minutes from August 15, 2013 Board Meeting

Chair Elect Crane asked for approval of the minutes from the August 15, 2013 Board of Directors meeting.

Motion: Past Chair Stevens moved to approve the minutes from the August 15, 2013, Board of Directors meeting. With no corrections or objections, motion approved unanimously.

Presentations – Understanding Campaign Pledge Flow – Jennifer Treadway, Resource Development Director

Resource Development Director Treadway introduced the first in a series of presentations that are being developed to help both current and new board members understand how United Way processes for campaign, finance, database management, and other workings of the organization come together to make for a smooth operation. She covered the presentation outlining how the nine pools of resources are received, managed, fund United Way operations and delivered to our partner agencies. Board feedback was positive. Staff will continue to build additional modules. All modules will be posted on the board section of the United Way of Southeast Alaska website.

Committee Reports

Finance Committee – Mark Mesdag

Treasurer Mesdag reported on FY2014 budget development, finance reporting systems and expectations going forward. Budget documents will be substantially different than in years past. Finance reporting system and data base management system are integrated and will allow for many additional reports to be used to share information with board. Format will allow for ease of reporting financial information to the board and to meet reporting requirements for United Way Worldwide.

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Personnel Committee – Sheryl Weinberg

Secretary Weinberg reported that she is awaiting the final draft of CEO's job description, performance evaluation and recommendations about the paid time off system currently in use for our staff. Once she gets those documents, she will call a meeting of the personnel committee and bring some recommendations back to board.

Campaign Committee –Robbie Stell & Rosemary Hagevig

Campaign Co-chair Stell had no new information to report on the status of the 2012 campaign efforts. President Stevens was tasked to coordinate a time for a teleconference so that the co-chairs could discuss plans for Fall 13 campaign.

Board Development Committee – Karen Crane

Chair Elect Crane had no report, but did indicate she will begin to reach out to those board members who have not been attending on a regular basis to gauge their interest in continuing to serve on the board.

Events Committee –

No Report

Community Impact Committee – Lance Stevens

No Report

Health Committee –

Education Committee – Bernie Sorenson, Alberta Jones

In the absence of Board Member Jones, no report was presented.

Income Stability – Jaysen Katasse

In the absence of Board Member Katasse, no report was presented.

Strategic Plan Update –

President Stevens had no report.

Old Business

New Business

Election of New Board Member –

Rustan Burton, Publisher, Juneau Empire

President Stevens reported that Burton had indicated he would be glad to serve. Chair Becker, Board Member Stell and President Stevens had met with Burton on August 21 to discuss service on the United Way Board.

Motion: Board Member Hagevig moved to elect Rustan Burton to the board to fill an unexpired term ending in Jan of 2016

Board Member Stell seconded. Motion approved unanimously.

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Campaign Chair /Co-chairs

Chair Elect Crane asked about status of the Fall 13 Campaign chair and or co-chairs. Board Members Hagevig and Stell will coordinate with President Stevens to converse about the topic and set a plan to move forward.

Donor Designation Policy

President Stevens presented the draft Donor Designation Policy. United Way Worldwide requires that this policy be discussed and adopted. Staff is unable to locate any record of this policy having been previously adopted. Board members Weinberg and O'Keefe questioned the wording for unaffiliated agencies and wondered why any agency would do the work to fill out the application. Stevens suggested the following change to the unaffiliated agencies section. "Occasionally UWSEAK receives funds that are designated to agencies not affiliated with UWSEAK. In the event that a donation is designated to an unaffiliated nonprofit, UWSEAK will accept and transfer the funds if that designated agency meets the following criteria." Board members O'Keefe and Weinberg agreed that the new phraseology made clear the intent.

Motion: Board Member Hagevig moved to adopt the Donor Designation Policy as amended by staff. Board Member Hester seconded. Motion approved unanimously.

Chair Report - Chair Elect Crane

Chair Elect Crane noted that she had no additional comments.

President's Report

President Stevens pointed out the thank you notes from Community Impact Grant recipients in the board packet and his president's report. He reported that our new SAGA AmeriCorps member Samantha Ortiz had started on Monday, budget was developed and awaiting report formatting from Anchorage, work continues on the draft CEO position description and performance review forms. Campaign brochures will be in mail to all mailstops in Southeast next week.

Board Member Comments

Adjournment

Chair Elect Crane adjourned the meeting at 6:30 PM

The Foraker Group
Foraker Group Newsletters
The Myth of the Fundraising Board

A tenant in the charitable sector is the board helps raise money. For 13 years, every Foraker training on the board's role presented that norm. Still, in over 30 years of experience in the sector I only remember a small percentage of board members who were an asset in fundraising. Now, having observed many more nonprofits and having discussed the subject with colleagues, I am convinced that fundraising by the whole board seems the exception, not the rule. Many studies report that directors (board members) resent the expectation that they should ask for contributions. We know from experience in Alaska that many resent even being asked to give. Other studies find that that most nonprofit executives and development directors are dissatisfied with their board's support in raising funds. This frustration seems to be rising.

So whose job is it? Who is best at raising money?

The answer is not simple. Our training mirrors what everyone else presents. We, and they, say the right people can include the board, (or a committee of the board), a "friends" committee, the nonprofit executive, the development director, and other staff as needed. While I have rarely seen the full board engaged, I have seen that when even one dedicated board member, or volunteer, asked for a contribution, it made the process more meaningful for the donor and as a result, more money was raised. I believe that the solicitation of a new donor requires a volunteer (or board member). But after a nonprofit engages in a process called "development," nonprofit staff leaders can successfully ask an individual. In addition, a qualified staff member can ask a philanthropic institution.

In the past, when I worked in the United Way system, some members of my boards helped. But a "friends" committee did the heavy lifting. That group, called the Campaign Cabinet was comprised of business leaders and their lieutenants who were organized by industry to connect to the community's leadership in support of United Way. At that time, 100% of United Way funding came from charitable support and 75% of that was from individuals, the rest from corporations. The Cabinet was charged with contacting business and civic leaders to ask for two things – employee solicitation and a corporate contribution. In its height of effectiveness, maybe 80% of those volunteers would follow through with the assignment. Then, after the initial call, most United Ways would secure loaned executives from their corporate friends (full-time volunteers who worked from September until Thanksgiving) to run the solicitation of employee groups. Those volunteers did most of the asking. (A bit of trivia, our current governor was one of those loaned executives.) The staff's job was training the volunteers how to ask, supporting other volunteer efforts including going on critical calls, and then managing the data base so records of who gave what were credible. Everyone knew their job and most followed through. The result was that a lot of money was raised.

Having strong volunteer involvement is not just a United Way practice. The most successful public broadcasting solicitation occurs when the right, committed volunteer is on air, making the ask. Churches use congregates to ask. Telethons have celebrity or citizen volunteers. And when nonprofits initiate a capital campaign (fundraising for a building or equipment), a few board members and their business leader friends create a "cabinet" whose members ask for support.

Recently, Camp Fire conducted a capital campaign for their camp, as did Covenant House for their new facility. Volunteers were recruited, trained, and they followed through. Both campaigns were very successful. Both had great staff support, but their volunteers did the asks. The system still works!

One nuance that leads to confusion on who is best person to ask can be better understood when we break down the types of contributions we seek and the types of fundraising used by today's nonprofits. Who asks depends on who is being asked.

Charitable giving has three sources: corporations, foundations, and individuals. About 22% of all charitable nonprofit income is from contributions. Corporations donate 5.5% of those dollars, foundations provide 14.5% and individuals, either through bequests, planned gifts, or annual contributions, give the rest.

Corporations and foundations are private institutional donors and they require a specific type of solicitation. While having the right volunteer making the ask can help, a well-presented proposal, following the guidelines of the institution, can be done by anyone. Most institutional funders want to know who's on the board as well as the level of commitment from the community, but any representative of the nonprofit including staff can ask. Staff asking is acceptable – even the norm.

Another institution that provides funding for nonprofits is the government. Government funding is not counted as charitable support but the process is the same as with private institutional support. A staff member writes a proposal following the government's guidelines. Therefore, the staff of a nonprofit that relies on any type institutional support can take the lead. But private and public institutional support represents less than 35% of all charitable nonprofit income. Many nonprofits need income from other sources. So where's the money?

The majority of unrestricted nonprofit revenue comes from earned revenue or individual giving. Both can be sustainable when done the right way. Successful earned revenue requires a board with business acumen. The members must understand the business model, and like a for-profit board, make sure the earned revenue venture makes money – more income than expense. The profit from earned revenue is unrestricted cash.

And when a nonprofit raises money from individuals, the board must understand that it requires volunteers to ask. While staff can succeed in asking an institution for a contribution, if they ask for a donation from an individual donor, especially a new donor, they will have less success. The best case is

when a volunteer who's a friend approaches the prospect. The reason is simple. Regardless of a staff member's sincerity, he or she is asking, in part, for their salary. Soliciting new donors requires someone who will be perceived as asking for the mission, not themselves. That kind of ask requires a supportive volunteer.

I have seen too few individuals in Alaska willing to ask. Maybe that's one of the reasons why we have so few fundraising professionals staying in one organization for long, and an increasing number not staying in that career. Without volunteer support they fail. Nationally there is a shortage of skilled development professionals. An article that describes that situation was based on research by one of our sister organizations, CompassPoint, and can be found by clicking [here](#). We have many open positions for professional fundraisers listed on our website. Many pay well, and some have remained open for months. We need good people in this field. Fundraising is a noble vocation.

Another nuance that may help clarify this issue is that there are actually three types of positions that are often called development director, but they are very different in activity and qualification, and they are not all technically development directors.

The first type of (so called) development director is really a special events director, or logistics manager. These individuals must have the expertise to coordinate the effort of many volunteers and staff to successfully conduct an event designed to raise funds. It requires creativity and focus. These professionals must be good at record keeping. Events can be fun. They can generate goodwill. They can even raise a lot of money. But events rarely raise a lot of money over a long period of time. They are not sustainable. And if we were to add all the volunteer and staff hours into their actual cost, most would make little net profit.

The next type of development director is one skilled at securing institutional grants. They are in fact, grant writers. These professionals need to be good technical writers and must be able to follow instructions. They also require the skill to keep good records. Institutions require that any potential grantee follow their guidelines. If a nonprofit were to ask for funding for a project not within the guidelines, or if it were not to follow the requests for specific information, a proposal is disregarded. And if the funder provides the cash, they require that the nonprofit follow all of their reporting requirements to a "T," or risk future funding.

The final kind of development director is one who is skilled at soliciting individuals. These are the fundraisers in highest demand. This position must be trusted to someone who is good at training, keeping records, and has the capacity to lead from behind. In the most sophisticated organizations, those truly practicing development, that person must possess a high level of social intelligence. Being culturally competent is a must. Eighty percent of all charitable dollars come from individuals. Most of those contributions provide unrestricted cash – the most important kind of income. When an organization engages over time in fund development, (described as the process of securing then

nurturing a relationship with a donor so that the new donor becomes a committed donor), a qualified development director can take the lead and eventually ask for the continued and even increased support from the committed donor. Development is the gold standard for individual charitable support.

But development cannot be achieved until a volunteer, a board member, or someone with a passion for the mission – but not a paycheck from it – makes the first ask. Then, if the nonprofit works with that volunteer to provide stewardship for the donor's gift over time, it can secure a committed annual donor. With follow through, some of those donors could become planned givers. All major fundraising success stories follow this path. There is no other sustainable way. The goal is to nurture all prospects into committed long-term donors who will then give every year. When people give because they are committed to the institution, not because of who asked or what event they attended, development has occurred. But first, they must be asked.

Unfortunately, in Alaska we ask development directors to do all three of these jobs. To add to the confusion, we expect that they can do ALL the asking. The fact is, they can't.

In our book on sustainability, we encourage boards to determine if they are more dependent on charitable support or earned revenue. If the answer is earned revenue that means they should have a business strategy to generate more revenue than expense through offering services or products to a "customer." That customer could include government, an individual, another nonprofit or a for-profit. Nonprofits that rely on government grants should understand that such funding is really earned income. They must understand if they are earning enough from the grant (income) to generate unrestricted income. Are they making a profit? If not, they are less sustainable. Nonprofits that rely on government grants may be at financial risk during these times of government cutbacks. Many Alaskan nonprofits depend heavily on that revenue. If they engage in other types of earned revenue activity with other products or services and customers other than the government, does that effort make a profit? Are their customers secure? Girl Scouts make a profit from cookie sales. Do you?

If the strategy is to raise money from institutions, like foundations and corporations, nonprofit leaders must understand that institutional funding only represents 4-5% of all charitable nonprofit income, and most of that funding is not sustainable. But done the right way for the right projects, it can provide significant long-term benefits, like using Rasmuson Tier One grants to implement a technology plan or larger Tier Two funding to build capacity or start a new venture.

And if a nonprofit wants to raise money from individuals, it must have board members willing to ask their friends for money and give time to help raise even more. If not, fundraising will not succeed. In other words, a nonprofit can hire the most experienced development director in the world and that person will fail without committed volunteers who stand by their side and help start the process.

The purpose of this month's article is to clarify what is real or not when it comes to fundraising and why so many nonprofits can't find the professionals to fill fundraising jobs. If a nonprofit has a viable strategy to earn a majority of its revenue from a product or service, the board doesn't have to worry as much about its fundraising role. But if the nonprofit depends on charitable funds, it must have volunteer fundraising support. But volunteers alone are not sustainable. Those institutions also need the right committed fundraising staff, qualified for the job. An executive director and board must support them with patience, and they must be rewarded when they do their job well.

Alaska needs fundraising professionals. If you are creative and good at organizing, you could become an events director. If you are a good technical writer, you could be a grant writer. If you have high EQ, social intelligence, you're good with numbers, can train and inspire others, can lead from behind, and you want a great career, become a development director. Jobs are available for all three types and all are considered fundraising professionals.

And for those of you who are doing all three of these jobs at once, we want you to know that we're aware you're out there, and we care about you. Please take care of yourself and prevent burnout. You are probably doing more than you should. Share this article with your executive and board. Maybe it will help clarify why they are frustrated with your efforts, and explain to them why you feel the same about their efforts.

If this article sparked interest from anyone considering a career shift, call our office or the Alaska Association of Fundraising Professionals. We will be glad to talk with you about your future career.

Finally, for nonprofit executives and board members brave enough to have read this far, please understand that fundraising is multi-dimensional. Different fundraising requires different skill sets. But if you want to raise money from individuals, where the highest percentage of dollars raised is unrestricted and your effort has the largest payoff, then you must find volunteers to work with staff. Not every board member must ask, but every board member should own his or her responsibility to do whatever possible to help. At a minimum, if an individual agrees to serve on a charitable nonprofit board that asks others for money, they must give.

Nothing else will work. I hope this article brings clarity to a complex problem our sector faces.

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unitedwayseak.org



September 30, 2013

Sheryl Weinberg
Executive Director,
SERRC
210 Ferry Way
Juneau, AK 99801

Sheryl,

United Way of Southeast Alaska is pleased to offer this letter of support to Southeast Regional Resource Center (SERRC) in support of their application for the 2013 Race to the Top Grant Competition. This Career Driven Education in Rural America (CADERA) grant is tailor made for SERRC. SERRC has a long history of providing educational opportunities in Southeast and across all of the great state of Alaska. Your participation on United Way of Southeast Alaska's Board of Directors gives you an insight to the many challenges of our region including helping students develop the skills necessary to be successful employees.

For more than thirty-five years, SERRC has provided customized direct student services, school and district support services, and community services (including adult education) to students of all ages, educators, schools and school districts throughout Alaska. Given their vast experience delivering service to rural Alaska, SERRC is well schooled in the processes needed to successfully maximize the scarce resources of scattered rural districts and schools in a model of career-driven, personalized education.

With offices in Anchorage and Juneau, SERRC employs approximately 60 educators, grant administrators, and support staff - many of whom travel extensively to deliver services to rural and remote communities. As a private, non-profit agency, SERRC does not receive any dedicated funding from the State of Alaska or the federal government. SERRC's funding is derived exclusively from grants and contracts.

SERRC is well known for their successful outcomes in delivering educational services across rural Alaska. As a United Way partner agency, SERRC has been a recipient of our annual community impact grants that have helped to fund their very successful Gruening Park Family Literacy Center. Community impact grants are awarded through a competitive process. United Way has consistently funded the Gruening Park Family Literacy Center as a result of the program's success in improving student achievement.

SERRC's programs have consistently improved student achievement and enhanced student learning by engaging students in their own education. They do this by personalizing learning through career and college exploration, project-based learning reflecting careers of interest, as well as sharing these learning experiences with students in other rural communities

The strong focus that SERRC brings helps to improve student achievement. Their focus on rural Alaska includes hiring, training, and supporting local service providers in each community. These service providers present students with individualized learning plans and hands-on academic support at each of their learning labs across the state.

SERRC is an ideal candidate for the CADERA grant. With thirty-five years of providing educational services to meet the unique needs of Alaska's students, SERRC has the knowledge and expertise to be a successful applicant for the CADERA grant. Their years of successfully delivering programs and opportunities to students across rural Alaska allow SERRC to have a high degree of flexibility related to customized structure of content delivery in rural Alaska. SERRC is a well regarded agency in Southeast Alaska, and across Alaska, providing educational leadership, integrity, and partnerships with many organizations.

A reviewer paying careful attention and giving thoughtful consideration to this grant application will likewise see the value of SERRC as a partner in the CADERA program and result in a successful outcome.

Respectfully,



Wayne A. Stevens
President/CEO

LISA MURKOWSKI
ALASKA

COMMITTEES:
ENERGY AND NATURAL RESOURCES
RANKING MEMBER
APPROPRIATIONS
HEALTH, EDUCATION, LABOR,
AND PENSIONS
INDIAN AFFAIRS

United States Senate

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September 18, 2013

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Ms. Mary Becker
Chair
United Way of Southeast Alaska
3225 Hospital Drive, Unit 201
Juneau, Alaska 99801-7863

Dear Mary:

Thank you for contacting me with your thoughts regarding federal taxes. I appreciate hearing from you and having the opportunity to respond.

I believe that low taxes are vital to long-term economic growth. With unemployment hovering near eight percent and stagnant economic growth predicted, many American families continue to struggle just to get by.

On January 1, 2013, I voted with 88 of my colleagues in favor of H.R. 8, the American Taxpayer Relief Act of 2012, which protected 366,000 – or 98% of all taxpayers in our state – from a tax increase by permanently extending current income tax rates for individuals making up to \$400,000 and families making up to \$450,000. The bill also permanently extends the Alternative Minimum Tax to prevent a tax hike on 29,600 Alaskan households and provides a permanent \$5 million exemption from the Estate Tax. While H.R. 8 addressed individual rates, I believe we still need comprehensive tax reform, changes to mandatory programs and targeted cuts to discretionary spending.

I believe that comprehensive tax reform is an essential part of energizing our economy and putting this country on a fiscally responsible path. There is widespread agreement that the U.S. tax code is outdated, too complex, and in serious need of reform. Our tax code must be simplified in a way that encourages equality and promotes economic growth. To restore business confidence and increase America's international competitiveness, we should be striving to reduce the tax burden on the majority of individual and corporate tax filers. I believe we can reduce statutory rates, by expanding the tax base and eliminating unreasonable tax expenditures.

These reforms should strike an appropriate balance between the principal goals of increasing equity, efficiency and simplicity. Every expense in the code must be reviewed, to ensure that deductions, credits and other preferential treatments support our broader public policy objectives. If done properly, comprehensive tax reform will benefit everyone by creating a stronger economy, higher wages and greater economic opportunity.

[HOME PAGE AND WEB MAIL](#)
MURKOWSKI.SENATE.GOV

Controlling wasteful spending is also an important part of keeping our taxes low. With a national debt of \$16.7 trillion and four consecutive years of trillion dollar deficits, Congress must be willing to make hard choices to keep our debt and deficit under control. Moving forward, I believe that we need to focus on eliminating wasteful and unnecessary spending, creating an environment where entrepreneurs can create new jobs, and ensuring taxes on U.S. families and businesses are low enough to allow U.S. companies and workers to compete in the global marketplace.

As I continue working with my colleagues to reform the tax code and reduce the deficit, I will keep your thoughts in mind. Again, thank you for contacting me.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lisa Murkowski".

Lisa Murkowski
United States Senator

Presidents Report for October 17, 2013

Meetings

- 9/20 – Lunch w/Lorene Palmer, Palmer Consulting re campaign marketing ideas
- 9/23 - Chuck Collins campaign discussion, Jennifer @Yakootze mentoring, Mary Becker conversation, AKHF Board meeting
- 9/24 - Wells Fargo campaign presentation downtown, Linked in webinar, Rotary Baranof Hotel, Mandy Massey Alaska Radio advertising
- 9/25 - Wells Fargo campaign presentation @Glacier Valley, PCL campaign presentation, Non Profit Network meeting w/ Chief Johnson
- 9/26 – Campaign discussion Robbie Stell, Rosemary Hagevig
- 9/27 - Lunch Dave Lefebvre, Lorene Palmer, Palmer Consulting re campaign marketing
- 9/30 - Capital Chat re: United Way, COSTCO shopping for DOC
- 10/01 - Funders Forum @JAHC, Rotary Baranof Hotel
- 10/02 - Lorene Palmer marketing plan
- 10/03 - Lunch Dana Rogers, Eaglecrest Board meeting CBJ offices
- 10/04 - JWAC meeting Northern Lights Church Human Trafficking
- 10/7 - Staff meeting re AmeriCorps
- 10/8 - Geoff Kirsch reading tutors article, Rotary Baranof Hotel, discussion w/Jim Calvin McDowell Group dashboard
- 10/10 – Chuck Collins campaign conversation, Chamber luncheon, visit Stanley Ford
- 10/11 - SAIL dinner @Centennial Hall
- 10/12 - Alaska Health Fair Nugget Mall
- 10/14 - FNBA campaign presentation, Altman Rogers audit team here, Staff meeting, Mary Becker conversation
- 10/15 - Out to PSG AS64 1:55p, Jennifer @Yakootze mentoring
- 10/16 - Food Resource meeting @Salvation Army
- 10/17 - Jennifer mentoring @Yakootze , United Way Board meeting @ office

Worked on following tasks –

- 2012 Audit support
- Accounting services contractor discussions and 2014 budget preparation
- CEO Job description
- Performance Plan
- Mission, Vision, Values, Core Values, Strategic plan process
- Database conversion and implementation to ANDAR
- Campaign presentations
- Campaign marketing plan and advertising