

Mission Statement: "United Way collaborates with partner agencies to strengthen and improve Health, Education and Income Stability in Southeast Alaska."

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

**Thursday, September 20, 2018
5:15-7:00 PM**

United Way of Southeast Alaska 3225 Hospital Drive, Suite 106

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

- I. CALL TO ORDER and INTRODUCTIONS** –Chair Russell
- II: APPROVAL OF AGENDA** – Corrections/Additions
- III: APPROVAL OF MINUTES** – Corrections/Additions
August 16, 2018 Meeting Minutes
- IV: PRESENTATIONS – Donor Development & Sustainability**, Kaylee Matheny & Samantha Dye

- V: COMMITTEE REPORTS**
 - Resource Development**
 - Finance Committee** – Karmen Bowman, Treasurer; Mark Mesdag
 - August Finance report**
 - Campaign Committee** –Kendri Cesar, Warren Russell, Jennifer Treadway, Tom Sullivan
 - Events Committee**– Karmen Bowman, Sasha Moore, Robbie Stell
 - Nonprofit Executives** – Joy Lyon, Millie Ryan
 - Governance Committee**
 - Board Development Committee** –Warren Russell, Mark Mesdag,
 - Personnel Committee** – Jennifer Treadway, Warren Russell
- VI: STRATEGIC DISCUSSIONS** – Strategic Plan, Awareness, Fund raising, Engagement - **SAFE**
UWSEAK Board Assessment
- VII: Old Business** – Day of Caring - September 24 Sitka, September 26 Ketchikan, September 28 Juneau

- VIII: New Business** – Campaign Committee - Co-Chairs for Campaign

- X: CHAIR REPORT** – Warren Russell
- XI: PRESIDENTS REPORT** – Wayne Stevens
- XII: BOARD MEMBER COMMENTS**
- XIII: ADJOURNMENT**

Next Meeting October 18, 2018

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

2018 Board Member Attendance

Term Ends	First Name	Last Name	1/25	2/15	3/15	4/19	5/17	6/21	7/19	8/16	9/20	10/18	11/15	12/20	% Attendance	X's	Total
Jan - 2020	Karmen	Bowman	X	X	X	X	X	X	X	X					100%	8	8
Jan - 2020	Kendri	Cesar	X	X	X	E	X	E	X	X					75%	6	8
Jan - 2021	Jennifer	Treadway-O'Dea	X	X	X	E	X	X	X	X					88%	7	8
Jan - 2020	Joy	Lyon	E	X	E	E	X	T	X	X					63%	5	8
Jan - 2019	Mark	Mesdag	X	T	T	X	X	X	X	E					88%	7	8
Jan - 2021	Sasha	Moore						X	X	X					100%	3	3
Jan - 2020	Brittany	Pace	X	X	X	X	E	A	A						57%	4	7
Jan - 2020	Chris	Pace	X	X	X	E	E	A	A						43%	3	7
Jan - 2020	Fred	Parady	E	X	E	E	X	E	E	X					38%	3	8
Jan - 2021	Warren	Russell	X	X	X	E	X	X	X	X					88%	7	8
Jan - 2019	Millie	Ryan	E	X	X	X	E	X	E	X					63%	5	8
Jan - 2019	Robbie	Stell	X	E	X	E	X	X	E	X					63%	5	8
Jan - 2021	Tom	Sullivan	-	-	E	X	X	E	X	X					50%	4	8
Jan - 2021	Karen	Wright	X	T	E	-	-								40%	2	5
Total Board Attendance			12	12	13	12	12	13	13	11					67.65%	69	102
Average Percentage Attending			75%	92%	69%	42%	75%	62%	62%	91%	#####	#####	#####	#####	#DIV/0!		
X= Attended																	
T= Teleconferenced In																	
E= Excused																	
A= Absent																	

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

**Thursday, August 16th
5:18-6:30 PM**

United Human Services Conference Room

Board Members in Attendance					
X	Warren Russell- Chair	X	Fred Parady		Staff
E	Mark Mesdag - Past Chair	X	Millie Ryan	X	Wayne Stevens
X	Jennifer Treadway- O'Dea – Secy.	X	Tom Sullivan	X	Kaylee Matheny
X	Karmen Bowman-Treasurer	X	Sasha Moore		
X	Kendri Cesar	X	Joy Lyon		
X	Robbie Stell				Guest(s):
X= Present E= Excused Absence T= Teleconference A= Absent					

CALL TO ORDER & INTRODUCTIONS

Chair Russell called the meeting to order at 5:18 PM. A quorum was established with 10 members present.

APPROVAL OF AGENDA

Motion: Secretary Treadway-O’Dea moved to adopt the agenda as presented. Board Member Stell seconded the motion.

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

With no objections, the agenda was adopted as presented.

APPROVAL OF MINUTES

Motion: Secretary Treadway-O’Dea moved to approve the minutes of the July 19th, 2018 Board of Directors Meeting. Board Member Sullivan seconded the motion.

Motion to approve minutes as presented was approved unanimously.

PRESENTATIONS

Donor Development & Sustainability- Kaylee Matheny

Matheny asked board members to sign thank you cards for donors (in an organization) that have given for four consecutive year, potentially five years if a donation was made to 2017 campaign. Board members were also informed about the upcoming ANDAR training for Matheny that will take place August 22- 24 with Robin Maiville, an ANDAR expert.

United Way of Southeast Alaska Board of Directors Meeting

Thursday, August 16th

5:18-6:30 PM

United Human Services Conference Room

COMMITTEE REPORTS

Resource Development:

- **Finance Committee-** Karmen Bowman, Mark Mesdag

No report. United Way of Anchorage is currently in disarray due to lack of staffing and a monthly finance report was not provided prior to the board meeting..

- **Campaign Committee-** Kendri Cesar, Mark Mesdag, Warren Russell, Jennifer Treadway, Tom Sullivan

The committee met to discuss ways to better reach donors. One board member generated idea was to separate the Thank You/Campaign Kickoff event into two separate events. By separating the events, more focus could be shifted to the actual theme and more attention paid to donors of that theme. The committee also discussed the idea of giving a tokens of appreciation to donors. Members also talked about looking into United Way relationships with NFL and partner agencies. With the NFL season getting ready to start, a potential partnership could be a good way to get new donors involved as well as get current donors more involved. For partner agencies, committee members discussed updating the Partnership Agreement to have agencies acknowledge and promote United Way more often and frequently.

- **Events Committee-** Karmen Bowman, Sasha Moore, Mark Mesdag, Joy Lyon, Robbie Stell

No report. During the board meeting, discussion was held regarding a “Spartan Race” or similar event, utilizing board members connections to local gyms and gear outfitters. Additional discussion was held around finding a sponsor for the event.

- **Nonprofit Executives-** Joy Lyon, Millie Ryan

No report.

Governance:

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

Brief discussion was held on filling open board member seats. Three seats are currently available on the board. Chair Russell has two upcoming lunch dates with prospective board members.

- **Personnel Committee-** Jennifer Treadway-O’Dea, Warren Russell

The committee reminded board members about the email that was recently sent out to everyone explaining the process and steps needed to completing the President Steven’s annual evaluation. With a due date of September 3, members were advised to submit evaluations early to allow the committee time to compile the results.

United Way of Southeast Alaska Board of Directors Meeting

Thursday, August 16th

5:18-6:30 PM

United Human Services Conference Room

STRATEGIC DISCUSSIONS

UWSEAK Board Assessment Plans:

Discussion was held on using a board assessment or board matrix tool. United Way of Southeast Alaska will look to United Way Worldwide's assessment to set a benchmark and to see how UWSEAK compares.

Review UWW Mission, Vision, Focus:

Board members were directed to page 8 of the board packet to review the UWW's Mission, Vision and Focus statements and asked to compare it to UWSEAK's Mission, Vision and Focus statements.

OLD BUSINESS

Day of Caring:

Board members were reminded of the upcoming event dates as well as encouraged to participate in any or all of the events. Members were also asked to help UWSEAK find projects with partner agency or other local non-profits because finding a project for volunteers to work on for the Day of Caring has been a struggle. Board members agreed to form a project team for the Day of Caring in Juneau.

NEW BUSINESS

▪ Approve the Records Retention Policy –

Motion: Board Member Parady moved to approve the Records Retention Policy. Board Member Moore seconded the motion.

Motion to approve the Records Retention Policy was approved unanimously.

▪ Campaign Committee Co-Chairs –

Board members were encouraged to assist the Campaign Committee with find and Campaign Co-Chair to serve with Kim Kieffer.

CHAIR'S REPORT

No report.

PRESIDENT'S REPORT

President Stevens noted his activity report in the board packet and updated the board on the following topics:

- United Way of Anchorage and the current challenges they are facing
- VITA Grant/IRS challenges
- Best Starts' failure to make ballot
- LEARN UNITED: Reading Tutor Program recently hired a new coordinator, Marie Stevens
- Pick.Click.Give comparison between 2017 & 2018
- Annual Report and Campaign Brochure

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United Human Services Conference Room

- AmeriCorps recruits have arrived and been initiated
- Thank you letter from HOPE
- Fun trivia facts about the 1993 Board Members

BOARD MEMBER COMMENTS

UAS will be holding a craft beer event this Saturday, August 18 for anyone interested.

ADJOURNMENT

Chair Russell adjourned the meeting at 6:30 PM

CONTACT:

Wayne A. Stevens

907-463-5530

president@unitedwayseak.org

FOR RELEASE September 18th, 2017

**Janey Lester and Kim Kiefer to Lead
United Way 2018 Annual Giving Campaign**

Juneau, AK – United Way of Southeast Alaska is proud to announce a dynamic team who will be leading United Way of Southeast Alaska's annual giving campaign. Janey Lester, the Glacier Valley branch manager for Wells Fargo and Kim Kiefer, who retired in 2016 after 33 years of public service as the City Manager of Juneau, look forward to building on past success and stretching the campaign goal to \$350,000 while also increasing both donors and donations.

United Way of Southeast Alaska's Board Chair, Warren Russel announced, "We really appreciate both Janey and Kim taking on this important challenge. The annual campaign helps to fund United Way's fight for the health, education, and financial stability of every person in every community across Southeast Alaska. Everyone deserves the opportunity to have a quality education that leads to a stable job, enough income to support a family through retirement, and good health. Both Janey and Kim have been great ambassadors for these causes in the past. We know that they will do an excellent job."

Janey Lester has been with Wells Fargo Bank for nearly 8 years, 5 of those as a Branch Manager. Wells Fargo has been a partner with you United Way for many years, and Janey has been an active advocate and donor during her tenure while at the bank.

Janey was an active volunteer for Meals on Wheels in Round Rock, Texas and loved the opportunity to give back and serve our community after she and her husband moved to Juneau this past April. Janey states "United Way is one of the best-rated charity organizations in the world making it a stand out cause to support and get behind. One can rest assured through giving that their money will stay local and help support the communities we live and work in throughout Southeast Alaska."

Kim Kiefer retired in 2016 after 33 years in public service, most recently as the City Manager of Juneau. In her retirement, she continues to be involved in the community by serving on the board of the Juneau Unitarian Universalist Fellowship and Zach Gordon Alumni Committee, a volunteer coordinator for Family Promise of Juneau, a tri-manager for the Juneau Pride Chorus, and President of the Juneau Gastineau Rotary Club.

Kim believes that being part of a community means volunteering to help make the community a better place for everyone. She has been a long-time supporter of United Way. "United Way is a

hub for nonprofit organizations. They know whom to talk to, how to develop great projects and ideas, and help lead inter-organization cooperation. I volunteer now through United Way because I believe in United Way and the work they do.”

Community contributions are invested carefully and systematically in programs and agencies that work to solve various community problems. We have a great responsibility to ensure that your contribution is invested in the most effective and impactful way possible.

Statistics show that 1 in 3 people will use a United Way partner agency in their lifetime. Your support ensures that you, your loved ones, neighbors, and co-workers will have help when it is needed.

United Way of Southeast Alaska is a volunteer-driven, grass-roots organization that creates lasting change by bringing people and resources together to address community-wide issues.

UWSEAK focuses on the building blocks of a good life: Education, Income and Health; a quality education that leads to a good job, income that can support a family through retirement, and good health.

UWSEAK is a member of the United Way Worldwide system that includes nearly 1,800 community-based United Way organizations. Each is independent, separately incorporated, and governed by local volunteers.

For more information about United Way of Southeast Alaska or to find information about holding a workplace campaign at your business visit our website at www.unitedwayseak.org or call our offices at 907-463-5530.

THE NONPROFIT TIMES

Combined Federal Campaign Launches 2018 Fundraising

September 10, 2018 Paul Clolery

The 2018 [Combined Federal Campaign \(CFC\)](#) launched today with a new donation system officials hope will at least slow the precipitous decline in participation the past several years. The 2017 campaign started late and raised just \$101 million compared to \$167 million the previous year. It has declined every year since its peak of \$283 million in 2009.

The new CFC Online Donation System is intended to increase transparency and help to ensure that contributions made by federal, postal and military personnel, as well as retirees, reach the intended organizations, according to the [U.S. Office of Personnel Management \(OPM\)](#). The enhancements include a central giving website for all potential CFC contributors that provides access to the pledge information and charity payments. Campaign workers will direct anyone choosing to make an online pledge to the CFC Online Donation System. The only exceptions are employees in the Intelligence Community and the Department of State. The CFC Online Donation System replaced multiple systems, including local access points.

The 2018 campaign runs through Jan. 11, 2019. There are three fees that organizations pay to participate in the campaign, an application fee, due and payable at the time a charity applies for participation in the CFC, and a listing fee, due and payable at when a charity is accepted by OPM to participate in the CFC. Distribution fees are also assessed against pledges received. The fee structure is based on tiers.

Those tiers refer to the size of the organization based on total revenue reported on the federal Form 990. Tier I is organizations that report \$1 million or more in revenue. Tier II is those organizations that report \$250,000 or more in revenue, but less than \$1 million. Tier III is organizations that report less than \$250,000 in revenue. Application fees vary from as much as \$1,575 to as low as \$20. Contributions are administered by the Central Campaign Administrator (CCA) and disbursed on a monthly basis starting April 1 immediately following the campaign period.

Prior to 2017, the overhead administrative costs of much of the CFC program were paid out of donor contributions through the campaign. Campaign costs nationwide historically have averaged 10 percent, according to the CFC, although it reportedly was approximately 25 percent last year after donations plunged nearly 40 percent. The rate reportedly was 15 percent in 2016 and roughly 14 percent for 2014 and 2015.

The fees were spent on campaign promotion, printed materials, employee training, and other administrative expenses. All local campaign costs are reviewed and approved by the Local Federal Coordinating Committee (LFCC) governing the local campaign, according to the OPM.

Charitable organizations pay for these expenses when they apply to participate in the CFC. A charitable organization must be recognized as a tax-exempt nonprofit organization under 26 U.S.C. 501(c)(3) of the Internal Revenue Code. An application to participate in the CFC must provide specific information about the organization's accounting, governance, and program functions, as specified in the CFC regulations at 5 CFR §950. The organization must also provide a completed and signed copy of its Form 990 for the most recent fiscal year.

Organizations must demonstrate that they provide services in the service area to which they are applying, national/international, international or local. Charities may apply to participate in the CFC individually (as an unaffiliated, or "independent," organization) or must be represented by a federation. A federation is defined by OPM as a coalition of individual charities that align to minimize administrative costs and to coordinate activities. The CFC has raised more than \$8.2 billion for charitable organizations since its inception in 1957, according to OPM.

<http://www.thenonproffitimes.com/news-articles/combined-federal-campaign-launches-2018-fundraising/>

ATTRIBUTES SELF-ASSESSMENT

CONTEXT

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

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

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

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

INSTRUCTIONS

For best results, we recommend the following steps*:

*Note: The Assessment is taken within Step 2 of the process for “Steps for Using the Attributes” in adopting the Attributes outlined in page 2 of this document.

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

STEPS FOR USING THE ATTRIBUTES

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

STEP 1: ENGAGE IN DISCUSSION ABOUT HOW YOUR BOARD WORKS

Ask Board members and host an honest, open conversation about:

- What are the important community issues?
- How might our organization work on these issues with greater impact?
- How might we spend our Board's time for greater impact?
- How do we more fully utilize the talents of our Board members?

Some Boards may benefit from a candid conversation that starts with these questions:

- Is our United Way deeply involved in improving our community's conditions, influencing policy and driving measurable results?
- Is our United Way consistently bringing in more revenue and donors?
- Is a seat on our Board a coveted position in our community? Do we consistently have high attendance and active engagement at our Board meetings?

STEP 2: SELF-ASSESS YOUR BOARD & CEO PARTNERSHIP

- Use the "[Attributes of a High-Performing Board and CEO Partnership Self-Assessment](#)"
- Engage Board members in open and honest conversations about where your Board is and what is possible with greater engagement around the Attributes.
- Note: Sample questions to help initiate and guide your discussion are provided under each Attribute.

STEP 3: COMMIT TO AN ENHANCED APPROACH AND A DIFFERENT CONVERSATION

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

STEP 4: CONTINUOUS AND ONGOING PROCESS FOR IMPROVEMENT

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

SELF-ASSESSMENT SUMMARY SHEET

INSTRUCTIONS

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

ATTRIBUTE	TOTAL	DIVIDE BY	AVERAGE
SET DIRECTION AND MEASURE PERFORMANCE AND RESULTS: United Way makes decisions grounded in community priorities and effectively measures performance on Impact, Revenue, Donors, and Trust to ensure those results are accomplished.		5	
DEEPEN RELEVANCY IN COMMUNITY: Is visible in both words and deeds in the community, seek to understand and be engaged in broader community issues, works to enhance United Way’s relevance, including advocating and/or influencing public policy as a critical function.		6	
PRIORITIZE TIME ON STRATEGY: Prioritize Board leaders’ time, engagement and work on issues that are focused on improving communities, changing lives over operational and tactical work (80% on strategy; 20% on operational and tactical matters).		6	
GROW REVENUE AND DONORS: Connect impact efforts and revenue generation in order to grow resources (financial, social) and advocates in order to achieve community results at scale.		4	
LEVERAGE THE BOARD AS A KEY TALENT ASSET: The Board is a key leadership and talent asset for United Way. As such, Board (as a whole, and individual members) must be cultivated and enhanced on ongoing basis to attract, assess, develop, engage, and retain highly committed Board leaders.		5	
ENGAGE WITH THE NETWORK: Value the strength of and are actively engaging with Board leaders and CEOs from other United Ways to drive results on donor growth and common issues.		4	

Attributes Self-Assessment

PARTICIPANT SELF-ASSESSMENT

INSTRUCTIONS

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

Rating Scale	
4	Consistently demonstrates actions that match this behavior among multiple members and in collective action.
3	Regularly demonstrates this behavior among most board members and in some collective actions.
2	Clear but inconsistent demonstration of this behavior as individual members and a collective.
1	Little if any evidence of this behavior except in only one or two members on occasions.

SET DIRECTION AND MEASURE PERFORMANCE AND RESULTS: United Way makes decisions grounded in community priorities and effectively measures performance on Impact, Revenue, Donors, and Trust to ensure those results are accomplished.	Rate (1-4)
Set long-term goals for and focus on organizational performance measures on community impact, revenue (resources under management, current year support), number of donors and supporters (advocates, volunteers), and trust.	
Implement processes that ensure that all Board members share a common understanding and agreement with the CEO on where the organization needs to be in five (or more) years, which includes clearly stated goals and performance expectations.	
Is assertive and hold all Board members and the CEO accountable for overall organizational performance, including the achievement of stated strategic community goals and revenue targets, and ensuring all results are achieved or exceeded.	
Make decisions on United Way’s strategic direction based on both organizational and community data.	
Publicly holds themselves (Board and CEO) and United Way accountable for achieving progress on an issue and securing resources needed to get to community results.	
Attribute Total	

DEEPEN RELEVANCY IN COMMUNITY: Is visible in both words and deeds in the community, seek to understand and be engaged in broader community issues, works to enhance United Way’s relevance, including advocating and/or influencing public policy as a critical function.	Rate (1-4)
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Commit to consistently reach out to community to seek information and feedback, increase awareness and excitement about United Way, and work to enhance organizational reputation and relevance.	
Is visible in both words and deeds in the community – outwardly focused, listening and championing education, income and health-related issues.	
Communicate publicly on behalf of United Way and its priorities, including engaging in public speaking, media interviews, and/or written editorials.	
Represent United Way on leadership bodies of community partnerships.	
Board and CEO work in partnership, engage in advocacy and/or public policy efforts to measurably improve priority community issues.	
Establish policies and practices that build a United Way that is aligned with long-term strategy.	
Attribute Total	

PRIORITIZE TIME ON STRATEGY: Prioritize Board leaders’ time, engagement and work on issues that are focused on improving communities, changing lives over operational and tactical work (80% on strategy; 20% on operational and tactical matters).	Rate (1-4)
Board regularly self-assesses and challenges itself to ensure the organization, CEO and the Board are working on the most relevant, mission-critical issues.	
Board and CEO have a clear, shared understanding on the distinction of roles for Board-level decisions and management-level decisions, and are collaborating to build meeting agendas to ensure quality interactions, good decisions, and time well spent.	
80% of Board leader time is spent on strategic and direction-setting matters and 20% on operational issues and subjects.	
Dialogue around questions that are ambiguous, uncertain, constraining, and more catalytic than operational to ensure problems are identified, assessed, and framed in the right way for making effective decisions.	
Evaluate and strategically embraces risk, as appropriate, to create opportunities and maximize results for United Way.	
Drive change efforts to build a United Way that can produce results for the community.	
Attribute Total	

GROW REVENUE AND DONORS: Connect impact efforts and revenue generation in order to grow resources (financial, social) and advocates in order to achieve community results at scale.	Rate (1-4)
Proactively support, engage, and drive fundraising efforts year-round to consistently meet or exceed the target goals. Board leaders are personally engaged.	

Leverage relationships and lend expertise in efforts around important community issues including those aimed at changing public policy. Strategically aligns advocacy efforts.	
Invite their own relationship networks to commit resources to help advance United Way’s impact goals around education, income, and health.	
CEO and Board partner to engage diverse stakeholders, inspiring their commitment to United Way and to invest in solving community priorities	
Attribute Total	

LEVERAGE THE BOARD AS A KEY TALENT ASSET: The Board is a key leadership and talent asset for United Way. As such, Board (as a whole, and individual members) must be cultivated and enhanced on ongoing basis to attract, assess, develop, engage, and retain highly committed Board leaders.	Rate (1-4)
Strive to proactively identify and recruit diverse Board members that are a right fit for United Way based on the “Board Competency Model” and fills gaps surfaced through the Board Assessment.	
Conduct regular Board self-assessments and participates in United Way network-wide organizational assessments (Community Impact Practices Survey, Business Performance Assessment, etc.).	
Seek and leverage opportunities to effectively develop its members in a strategic and deliberate way.	
Is accountable for and establishes CEO and Board succession plans as a critical risk management strategy for the organization.	
Make talent recruitment, development, and engagement a high priority for the organization in order to build capacity to drive performance, holding the CEO accountable for talent strategies.	
Attribute Total	

ENGAGE WITH THE NETWORK: Value the strength of and are actively engaging with Board leaders and CEOs from other United Ways to drive results on donor growth and common issues.	Rate (1-4)
Seek out opportunities to leverage the strength and power of the worldwide network of United Ways, forming partnerships across communities around the world.	
Take advantage of the measurement, learning and engagement resources made available by United Way Worldwide.	
Engage in regional, national, and/or global United Way efforts that have a strategic payoff for the network and for their United Way.	
Actively promote the importance of aligning around a common agenda to drive network-wide United Way results. Collaborates with other United Ways on common issues.	
Attribute Total	

ADDITIONAL RESOURCES

United Way “Board Walk” on United Way Online

online.unitedway.org/BoardWalk

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

The Attributes of the High-Performing Board & CEO Partnership on United Way Online

<https://online.unitedway.org/groups/attributes-high-performing-board-and-ceo-partnership-way.org/BoardWalk>

For additional detail, including discussion questions that your board and CEO can use for each attribute, and accompanying webinars, visit United Way Online.

CONTACTS

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Revised: April 2016

Kids Vote!

Saturday Sept. 22, and Saturday Sept. 29th

Kids Vote, 10am - 12pm, Mendenhall Mall Annex

Come vote as a family! Balloons, stickers, snacks, and prizes. Child size picture voting booths for kids, right next to the official parent voting station in the Mendenhall Mall Annex. It's so much easier for families with young children to vote early!

Juneau Parents: Come Out and Rock the Vote!

Questions? Call AEYC, 907-789-1235

Early voting for the local election is Sept 17—Oct 1

Downtown Assembly chambers M-F 8-4:30

Mendenhall Mall Annex M-F 11 am—6pm and Saturdays 12-4pm

Municipal Candidate Survey on Safe Affordable Quality Child Care for Juneau

Best Starts for Juneau's Kids | www.juneaubeststarts.org

Question:

Do you support achieving adequate affordable high quality child care and support a plan to achieve at least 400 new child care spaces over the next five years?

Candidate	High priority for 2019	Medium priority for 2019	Low priority for 2019	Do not believe Assembly should spend public money on this any year
Mayor:				
Saralyn Tabachnick	X			
Norton Gregory	X			
Beth Weldon	X			
Cody Shoemaker	X			
Aerawide Assembly (one seat):				
Carole Triem	X			
Tom Williams				X
Assembly District 1 (one seat):				
Loren Jones	X			
Assembly District 2 (two seats):				
Garrett Schoenberger	X			
Emil Mackey	X			
Michelle Bonnet Hale	X			
Wade Bryson	X			
Don Haberberger				X

Candidate Comments

Mayoral Candidates

Saralyn Tabachnick - High priority for 2019 "Affordable child care is critical to keeping and attracting highly skilled talent into Juneau and enhancing our economic viability as a community. I believe that the CBJ can play a much more active role in investigating and encouraging innovative solutions for alleviating our child care crisis. I will work hard with the assembly and CBJ administrators to find new ways to take the pressure off Juneau's working families."

Beth Weldon - High priority for 2019 "Raising two sons here, I understand the challenges of finding good childcare in Juneau. I do consider the lack of childcare spaces in Juneau to be a critical issue and would have supported putting Best Starts on the October ballot as an advisory vote had I been able to remain on the Assembly after I filed for the Mayoral seat. That being said, I hope the ongoing discussion on this important issue addresses some of the concerns I have about the proposed program."

My concerns are how will the program be fairly implemented, how does the program reach low income children who probably need the pre-k the most, and how does the program help lower costs to parents. At the meeting with parents on Friday, August 31, parents made it clear that childcare is obviously an issue to working parents; however, there was quite a bit of confusion about Best Starts. I would like us to bring a group together to see what solutions, including Best Starts, we as a

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community should consider. A school facility report indicated that our schools are not filled to capacity, so perhaps one of the solutions could be to use a few classrooms as free daycare space. From my understanding, discounted space is one of the ways that Gold Creek Corner makes ends meet. I look forward to a robust discussion on how we can help working families."

Cody Shoemaker – High Priority for 2019

– "I believe this is a high priority. Education is essential for all ages. It will empower the community and help working families."

Norton Gregory – High Priority for 2019 –

"I am in favor of exploring our options to achieve this goal."

Assembly Areawide

Carole Triem – High Priority for 2019

"I absolutely see affordable, high-quality child care and the Best Starts proposal in particular, as a high priority for 2019. I hope to make it one when I'm on the Assembly."

Tom Williams – Declined to respond

Assembly District 1

Loren Jones – High Priority for 2019

"My answer is High Priority for 2019."

Assembly District 2

Garrett Schoenberger - High Priority for 2019

"Having access to affordable, quality child care is critical for building a strong foundation and ensuring a bright future for Juneau."

Emil Robert Mackey - High priority for 2019

"And to answer the question, yes, it is a high priority for me to achieve adequate affordable high-quality child care and support a plan to achieve at least 400 new child care spaces over the next five years.

Not only do I support education as a School Board Member, but recognize the need as the parent of a 14-month old. We need infant through Pre-K child care and Best Starts is a good first step. I also have this listed as a priority on my webpage at www.emilmackey.com."

Michelle Bonnet Hale - High priority for 2019

"I have spoken with parents who have lost jobs because they spent too much time caring for their children, parents who could not leave work in the middle of the day to pick up a child from a Pre-K program and who mourned the loss of that program in their child's life, parents who left Juneau due to the lack of day care. I have spoken with teachers who describe the path of a child who enters school not ready for school and who never catches up, creating a lifetime of difficulty for that child and a chaotic school life. I have supervised numerous new parents and seen the incredibly difficult, constant balancing act they perform, juggling their work and the responsibilities of parenthood. Yes, I support this plan and will support it once elected. If the voters approve of it, it will be up to the Assembly to work with Juneau to pay for it and I will do that work."

Wade Bryson - High Priority for 2019

"I believe this is a high priority issue that will require city involvement to solve. As an employer and a father of five there is no doubt in my mind that early childhood development and increased child care opportunities are critical to Juneau's future. Every dollar invested in the very youngest of our community strengthens our school district and our work force. The lack of child care in our city has been a chronic problem. Not letting the citizens vote on the choice didn't do anything to solve the problem. The state and our city fund our school district for children ages 5 thru 18, it only makes sense to give that education opportunity to every child

regardless of age. Education and child care are expensive, it will take significant funds to truly reach every child. I am asking for your support in electing me to city assembly, so I can advocate for the youngest members of our community. I would like to thank everyone who has contributed to the Best Start program to help solve this very important issue."

Don Habeger - Do not believe Assembly should spend public money on this any year

"The above choice is qualified with this comment as I think the response options are limiting and not reflective of all possible solution sets to address this issue. First, I do not support tax increases to address the issue. Second, I do support the Juneau Economic Development Plan's goal of attracting and prepare the next generation workforce including addressing Juneau's high cost of child care. Finally, I would be interested in a comparative cost/benefit analysis of additional solution methodologies prior to making a final decision on the proposal. For example, a property tax reductions/rebate for businesses that include child care facilities on the premises or other incentive mechanisms."

Best Starts for Juneau's Kids is a project initiated by local business, civic, and nonprofit leaders to provide the resources needed to put every child in Juneau on a path toward lifelong success. For more information contact info@juneaubeststarts.org or visit www.juneaubeststarts.org.

Presidents Report for September 20, 2018

Meetings

- 8/17 – Lunch w/Jennifer Treadway
8/19 – Visit Hoonah
8/20 – Jenny Fremlin, annual report conversation
8/21 – Rotary meeting; Best Starts Conversation; United Human Services Board meeting
8/22 – Robin Maiville ANDAR Training; lunch w/ Dr. Lawrence Lee Oldaker & Linda Blefgin; Pick. Click. Give teleconference;
8/23 - Robin Maiville ANDAR Training; lunch w/Dawn Wesley VITA Grant update;
8/24 – Robin Maiville ANDAR Training; lunch w/ Lunch w/David Lefebvre, fund raising conversation
8/25 – Bartlett Regional Hospital Foundation event
8/27 –Meet with Robin Maiville re database
8/28 - Best Starts conversation;
8/29 – Marie Stevens, Reading Tutor discussions;
8/30 – Phone w/ Tracey Holmes UWW Director, NFL Partnership; lunch w/Kim Kiefer, Kendri Cesar, Warren Russell campaign discussion
8/31 – Samantha Adams discussion on fundraising Holiday Village; AEYC candidate’s night Wells Fargo Dimond Park Fieldhouse
9/4 - Rotary meeting; Best Starts conversation; KTOO Juneau Afternoon Universal Breakfast
9/5 – Alaska Litho annual report development; Lunch w/ Warren Russell, Janey Lester & David Byrne Wells Fargo re campaign
9/6 - Kim Kiefer campaign conversation; Molly Faloon, Papa John’s promotion; Tracey Holmes, UWW/NFL Partnership
9/7 – 9/9 Out of office
9/10 – Jan Trigg, Dorene Lorentz, Marie Stevens Reading Tutor discussion; Vince O’Shea, Tom Gemmel campaign conversation
9/11 – Rotary meeting; Best Starts conversation
9/12 – Alaska STEPS data committee; Campaign committee/Janey Lester
9/13 – Chamber meeting; ROCK Juneau conversation
9/14 – Out of office
9/18 – Capital Chat, Day of Caring & Campaign; Rotary meeting; Best Starts conversation
9/19 – Jim Harmon SeaShare & SE Foodbank meeting; Molly Duvall, Juneau Radio Center campaign ads;
9/20 – Wells Fargo Advisory board meeting; Tracey Holmes UWW/NFL Partnership, Chamber meeting; Foraker Operations Board meeting; United Way Board meeting

Worked on Following Tasks –

- ❖ AmeriCorps Reporting
- ❖ STEPS Grant
- ❖ Budget 2018-19
- ❖ Campaign Brochure Development
- ❖ 2017 Annual Report Development
- ❖ 2018 Campaign Planning
- ❖ VITA Grant w/IRS