



## NAYDO

The North American YMCA Development Organization, in partnership with YMCA of the USA, YMCA Canada and YMCA Mexico inspires and strengthens the philanthropic culture of the YMCA.

# NAYDO DEVELOPMENTS

A newsletter from North American YMCA Development Organization | Volume 27 | Number 2 | Summer 2013

## GLOBAL IMPACT



**Lark Reynolds**  
Freelance Writer  
lark.reynolds@yahoo.com

The term "global outreach" often brings to mind images of doctors and other medical professionals helping hundreds of people in isolated areas or brawny men digging a new well to bring clean drinking water to a community.



Jamie Inman, YMCA of Greenville, arrives in India for a development workshop given to more than 50 local YMCA professionals.

Professionals outside the medical community rarely envision using their knowledge and expertise to make a difference in communities on the far side of the globe. But those opportunities abound, and instilling concepts that might seem obvious in the United States into professionals in foreign cultures can make a tremendous difference in their own work to aid their communities.

Jamie Inman, Vice President of Association Development at YMCA of Greenville, experienced this firsthand when she responded to a call for professionals willing to travel to other countries and share some of the YMCA's best practices regarding local philanthropy and resource development.

Her 11-day trip, made in October of 2012 to southern India, was the first step of a four-year commitment that includes annual return visits, monthly conference calls and weekly emails with the professionals at the eight YMCAs she worked with. Inman's participation in the alliance was facilitated through the gracious support of Greenville YMCA's CEO, Scot Baddley, who encouraged

her to make the trip on YMCA time as part of the organization's focus on social responsibility.

While in India, Inman was part of a three-person international team that facilitated a development workshop for more than 50 local YMCA professionals. She shared core concepts of fundraising and annual campaigns, and visited each participating facility to see

firsthand the programming and services they are providing to their communities.

"In India, the YMCA is heavily dependent on international philanthropy, and what we're trying to teach and facilitate is local philanthropy, within the country," Inman said. "For instance, in India where there are plenty of up-and-coming corporations, why not try to encourage the leadership of these companies to invest in improving the quality of life in the region surrounding the corporate presence?"

**GLOBAL OUTREACH** continues on page 4



## FOCUS ON CAUSE = MISSION IMPACT!

33rd Annual Conference

**2014 NAYDO Conference on  
YMCA Philanthropy**

**April 9–12, 2014**

**Marriott Rivercenter and Riverwalk  
SAN ANTONIO, TEXAS**

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## MESSAGE FROM THE NAYDO COUNCIL CHAIR



**Curt Hazelbaker**

President & CEO  
YMCA of Northwest  
North Carolina

[c.hazelbaker@ymcanwnc.org](mailto:c.hazelbaker@ymcanwnc.org)

### Our Vancouver Conference was a Resounding Success

The 32nd Annual Conference on YMCA philanthropy is behind us and the 1,000 plus attendees evaluated it as a tremendous success. Conference Co-Chairs Darlene Hepburn and Signi Solmundson, the conference committee and the entire Vancouver Host Y Team did a wonderful job welcoming staff and volunteers and providing a great experience. Rick Hansen kicked the conference off with a passionate, motivating speech and Penelope Burke, Scott Haldane and Neil Nicoll shared important information on what the donor community thinks of the Y at the Closing Brunch. In between were informative workshops, Y recognitions and most importantly, fellowship that occurs when a large group of Y staff and volunteers come together. On behalf of the NAYDO Council, we thank those that were able to attend and look forward to seeing you and many others at next year's conference in San Antonio April 9th-12th. Conference registration opens September 16th and hotel reservations are available now. Visit [naydo.org](http://naydo.org) for additional information.

### The NAYDO Conference Impact

The YMCA of Northwest North Carolina (NWNC), which I have the honor of serving, has sent a large group of volunteers and staff to the NAYDO Conference for many years. My predecessor believed our Y had the capacity to grow the Annual Giving Campaign and felt the conference would be a good way to build momentum. A team of 40 from NWNC went to the Toronto conference after completing a campaign that raised \$500,000. The goal was to get leadership excited and commit to significant growth in the upcoming campaign. The goal was achieved. The next campaign grew by 32%, we exceeded \$1 million three years later and have surpassed the \$1.9 million goal in 2013.

The NWNC philosophy has been to take volunteers that will be leading the upcoming campaign to the NAYDO conference and look for nuggets they can implement in their campaign. 28 were in our delegation in Vancouver with 12 of them being branch volunteers. During our conference recap meeting two weeks after our return, the volunteers shared what they learned, what they will implement and what they will need from the Association to be successful. Accountability is established and we begin our work for next year. This strategy has worked for NWNC and I'm confident it can work for you in your Y. NWNC is not alone in this process. According to Paul Stanzione, Executive Director of the Decatur Family YMCA in Decatur, Illinois, "Several of my colleagues and I are convinced our annual campaigns rocketed after committing to bring volunteers to NAYDO." As you begin your planning process for 2014, I encourage you to consider bringing volunteers with you to San Antonio. Based on the NWNC experience, and the experience of others, you will be pleased with the results.

Continued success to you and your Y embracing a culture of philanthropy to develop and sustain the abundant resources necessary to meet your community's needs.

Regards,

Curt Hazelbaker, Chair 2012-2014  
North American YMCA  
Development Organization

### WISHING YOU HAD BEEN TO NAYDO 2013?

Order the audio recordings of the sessions by visiting:  
[www.conferencemedia.net/naydo](http://www.conferencemedia.net/naydo)

A full conference set of MP3 downloads is \$100 or add the DVD that includes the PowerPoints for \$30 more. Some sessions not included because permission to record was not granted by the speaker.

### GRANT OPPORTUNITY FOR YOUR Y

A special session at this year's conference was a panel discussion entitled, "Does your YMCA underestimate its value to impact investors?" The panel, lead by Kevin Trapani from the Redwoods Group, discussed how Ys can work with new philanthropists to move impact to scale. At the end of the discussion, the Redwoods Group Foundation made a commitment to fund a \$25,000 grant to a YMCA that identifies a significant social problem they are currently addressing in their community and builds a plan to move a solution to scale that includes collaborative partners, a specific goal and metrics that measure impact.

This is a wonderful opportunity made possible from a long time NAYDO supporter. I encourage you to consider what type of impact your Y can make on your community and apply for the grant. Additional information is at:

[www.redwoodsgroup.com/2013-naydo-grant](http://www.redwoodsgroup.com/2013-naydo-grant)

## INSPIRING CHANGE



**Joshua Little**

Chief Executive Officer  
Wapakoneta Family YMCA  
ceo@wapakymca.org

Inspiration comes from many different sources and sometimes comes when you least expect it. In 2012, I had the pleasure of attending my first NAYDO conference in Pittsburg, Pennsylvania. I also participated in the Young Professionals program during the conference. The level of young talent in our movement and the discussions we had were inspiring and it was great to see so many passionate young professional staff articulate the power of financial development. In the end, I took away so many great interactions and stories that it was an invaluable experience.

While participating in the opening dinner of the Young Professionals program, we had the opportunity to hear from YMCA Canada Chief Executive Officer Scott Haldane. Mr. Haldane's presentation had a profound impact on my approach to financial development and my YMCA. His presentation was clearly articulated and concise and revolved around how young professionals can shape the movement by recognizing the importance of financial development. He spoke to us about how our campaign is more than just raising money, it is about changing our community for the better. He stated that financial development allows us to tell our important story to our communities and allows us to demonstrate that our mission is paramount to our work. Furthermore, he told us that YMCAs need to set goals for the campaigns that are a "stretch" and that mirror the amount we are allocating. He emphasized that if we are setting goals for campaigns that we know at kickoff we will reach then we need to come up with a new, better goal because the need is there.

I left that dinner feeling energized about our movement and inspired to change the way we run our annual campaign in Wapakoneta, Ohio. The Wapakoneta Family YMCA, an Eagle Award winner, had allocated around \$125,000 to \$150,000 a year in financial assistance awards; however, we set our fundraising goals around \$50,000 each year. I remember leaving that dinner and texting one of my campaign volunteers saying that I was inspired to set a goal that would make a tremendous impact in our community. I waited anxiously for a response from the volunteer telling me I was out of my mind! However, the response I got was, "You sound inspired. Let's do it." Amazing that I was able to invoke that much excitement in a text message! So, with the inspiration from Mr. Haldane, we set a goal of \$100,000 for our 2013 Annual Support Campaign. This represented a 100% increase in our goal from two years ago. After the goal was announced some volunteers became nervous and expressed concern over such a large goal. I can remember several

conversations where I invoked Mr. Haldane's enthusiasm and excitement about telling our story and in the end I knew the donors would also be inspired.

On March 7, 2013, after the five weeks of campaign, the Chair announced that our staff and volunteers had raised over \$113,000. This was amazing for a community of less than 10,000 people who had struggled to raise \$70,000 a year prior. As we analyzed our campaign, we realized that setting the larger goal inspired our campaigners and volunteers to tell our story about how many people we serve and inspired donors to give more generously. The larger goal, and more emphasis on how we tell our stories, allows our donors to more clearly see the cause of the YMCA. Our YMCA also proudly participates in a regional annual campaign, and the group sharing and joint marketing materials helped shape our communications.

The NAYDO conference is a great experience for a YMCA professional, young or seasoned. I was able to attend multiple sessions that provided insight into how we can better our movement in regards to financial development. I was able to interact with many people who had their own YMCA story that added a unique networking opportunity. It is evident that our movement has so many talented staff and volunteers.

The NAYDO conference and the Young Professionals program helped shape our campaign. The fundamentals and the materials I garnered from the sessions made a tremendous impact on our campaign, but also our community. Being a small-town YMCA, we are sometimes limited in how we can creatively approach our donors. Without the valuable tools and networking

experiences from the conference, I know that our YMCA wouldn't have been as successful and hundreds of people in our community wouldn't know our story. Furthermore, the advice of Scott Haldane has a universal message to our YMCAs throughout

**"Mr. Haldane's presentation had a profound impact on my approach to financial development and my YMCA."**

the movement. If we set "stretch" goals we will be amazed at how our volunteers and our community rise up for the challenge and we will be inspired to grow our campaign based on our stories, our impact, our cause and our mission. Furthermore, I am sure that Mr. Haldane did not realize the impact that his presentation would have on a group of young professionals and a community hundreds of miles away, but it speaks to the impact a conversation at a NAYDO conference can have on you.

### **NAYDO YOUNG PROFESSIONALS PROGRAM**

2014 Young Professionals applications will be accepted September 16, 2013 – December 4, 2013. Visit [www.naydo.org](http://www.naydo.org) for forms and information.

continued from the cover:

## GLOBAL IMPACT

Unlike in the United States, though, the process of contacting and developing donors and investors is vastly unfamiliar for Indian professionals.

"They know that they have people who care and have resources, they just aren't sure how to tap into that passion," Inman said. "Asking for help and accepting help in India is not as common as it might be here in the U.S., even though the need seems to be huge there."

Those huge needs struck Inman almost immediately upon arriving in Trivandrum, India, in the form of raw poverty. It was a kind of poverty that can't be prepared for and can't be forgotten – dirty streets, bare feet, a pervasive stench and bathrooms that would make even iron stomachs a bit queasy – and that was in the nice facilities.

Because of the level of poverty, Inman found, the YMCAs in India spend a much greater portion of their energies on meeting people's basic needs. Inman visited numerous women's empowerment programs, a rural agriculture program, schools for the mentally challenged and hearing impaired, a residency program for mentally and physically challenged adult men, after school programs in low-income areas and a home for 25 orphaned and semi-orphaned boys – in some cases the parents wanted to maintain a relationship with their son, but simply did not have the resources to provide for them.

"In most situations, the level of poverty was beyond anything that I had ever seen first-hand," Inman said. "The sights, sounds and smells were sensory overload for me, but meeting the children and adults participating in these Y projects, of course, drew me in heart-first and inspired me to think of ways to coach the local Y staff and volunteers on simple steps they can take to initiate positive change."

### FOR MORE INFORMATION

**Jamie Inman**  
Vice President of  
Association Development  
YMCA of Greenville  
864 242 1111  
jinman@ymcagreenville.org



**Attendees and presenters at the Workshop on Resource Mobilization in Trivandrum, India.**

The needs she encountered ranged from working, sanitary toilets for the children in the school for the deaf and hearing impaired to decent basic living conditions for physically and mentally challenged men in a residency program to portable, battery-operated lights for the after school program that would allow the children to work on homework during the daily power

outages that last for 6 to 12 hours. At the boys' home, children sleep on bunks on banana fiber mats no thicker than towels, and each boy has a single suitcase where all of his belongings are stored.

But looking beyond the poverty, one sees the people. And it's harder to find a kinder, more genuine and welcoming group anywhere in the world. The YMCA professionals Inman worked with are just as compassionate and committed to improving lives as their counterparts in the United States, if not more so.

"They have a sincerity that penetrates everything they do," Inman said. "They are curious, kind, thoughtful and spiritual. They are proud, joyful and creative. I saw it in the preschoolers, and I saw it in the adults. Their graciousness was genuine."

Each YMCA greeted Inman with a local tradition of some sort – some with jasmine garlands, others with beautifully woven shawls and others with spiritual blessings. One of her favorite cultural traditions was the twice daily tea time.

"A fabulous chai tea and biscuit were beautifully set out, no matter what the circumstance," Inman said. "While we were at the boys' home, which is the most basic of living situations, with picnic tables as the dining tables and about a mile of jeans and t-shirts hung out to dry on lines between trees, we all took time to have tea served in a most perfect way by one of the older boys. Every detail, down to the fold of the napkin and the placement of the spoon, was perfection."

These small joys highlighted to Inman the fact that, although to an outsider – particularly an American accustomed to a land of plenty – the poverty is glaringly in-your-face, to the local population such a way of life is all they have ever known, and they don't miss the pleasures and luxuries of which they know nothing.

"These people are so happy with a very simple way of life," Inman said. "They're just glad to have clothes on and some food to eat."

Another concept that Inman learned was foreign to Indian culture was the idea of providing financial assistance when one did not know the specific people who would be helped. As a way of breaking the ice on the subject, Inman secured a donor from her hometown who agreed to fund her airfare to India – a cost that otherwise would have been incurred by the Asian Pacific YMCA – so that money could instead be invested into the YMCAs in southern India. When she contacted the president of the Asian Pacific YMCA to let him know, his response was telling.

"His response was, 'Thank you so very much. I am not familiar with someone giving to help someone they've never met,'" Inman said. "So early on, that continues on the next page

helped me understand that they really aren't used to giving to help people they don't know. Here, we give to Red Cross or we give to the YMCA, or even to our church, because we trust that organization to do good work with people."

Part of the training Inman facilitated during her workshop was equipping the Indian YMCAs to launch their first ever annual campaign, with a combined goal of raising \$187,000 USD. Each YMCA identified a specific program that the annual campaign would fund, and learned how to engage in grassroots fundraising.

"We trained them how to identify a potential donor or investor, and then how to set the appointment, how to sit down with them, how to have that educational conversation and then invite the investor to make the gift," Inman said.

Since her visit in October, one YMCA has met its fundraising goal, and three others are more than halfway there. Inman said the next step will be strategic planning for major projects and how to develop donors for those projects.

Inman said it's easy to forget the level of need that exists in countries around the world, or to downplay one's own ability to affect any kind of change on a global level, but the opportunities exist for all kinds of professionals to make a difference by sharing their expertise.

"While there is great need in the U.S., I feel that we have many more organized resources available than the third world countries, so being able to help facilitate change in some small way in an area of even greater need pulled at my heart," Inman said.

Inman realized she had a responsibility to reach out to the global community after completing a program through JustFaith Ministries at her church in Greenville.

"We studied social ministry locally and globally," Inman said. "Through the program, we were reminded that we are truly a global family, and that's when I really started to think outside of Greenville, outside of the U.S."

#### **About the Author**

**Lark Reynolds is a freelance writer living in Greenville, South Carolina. She has participated in short-term outreach projects in Haiti; Camden, New Jersey; and rural North and South Carolina.**

### **NAYDO MEMBERS LEAD ASIA AND PACIFIC ALLIANCE OF YMCAS RESOURCE MOBILIZATION PROJECT**

Developing a resource mobilization and financial development program in the Asia and Pacific region at the national movement level is not an easy task. However, given the time, opportunities to learn the concepts, the resources and experiences shared by volunteer consultants and resource people, and the encouraging support of the World Alliance, the willingness of the World Urban Network and NAYDO to connect, identify and support volunteers in the region, the first series of workshops were successfully conducted in 2012.

The National Movements' support was provided by Mr. Jose Varghese for India, Mr. Charith de Silva for Sri Lanka and Mr. Pablito Tabucol for the Philippines. NAYDO members from Canada and the United States presented three-day annual campaign workshops to YMCA board members and senior staff. On day three of the workshop participants conducted their YMCA's first annual campaign.

#### **NAYDO members leading the project as volunteers include:**

- Brenda Blakovich – YMCA of Kentucky, USA (north India)
- Jamie Inman – YMCA Greenville, USA (south India)
- Jessica Rawn – YMCA of Simcoe/Muskoka, Canada (Sri Lanka)
- Paul Andresen – YMCA of Anaheim, California, USA (Philippines)
- Ron Coulombe – YMCA of Northern Alberta, Edmonton, Canada (Asia and Pacific Alliance of YMCAs Resource Mobilization Project)

#### **Resource Mobilization Goals of the Asia and Pacific Alliance of YMCAs:**

1. 8-10 national movements develop their capacities in resource mobilization for their national/local movements in 2012-2015 (four years).
2. Those national/local movements conduct annual campaigns for the particular causes with board/staff/volunteer involvement. (Develop a case, set goals, recruit and train volunteers for the annual campaign.)
3. They share their experiences with the other local YMCAs as well as with the other movements in Asia and Pacific Alliance of YMCAs.

#### **Our model includes:**

1. Recruiting volunteer consultants from the NAYDO membership who will support local YMCAs in the Asia and Pacific area for a 3-4 year period.
2. Recruiting 4-5 local YMCA leaders who will be trained as trainers and work with each volunteer consultant to support local YMCAs.
3. Conducting a series of three annual workshops for local YMCAs focusing on a successful annual campaign, major gifts and, if appropriate, introducing planned giving.

#### **For more information on volunteering, contact:**

Ron Coulombe  
Volunteer Consultant for Resource Mobilization  
roncoulombe@telus.net or 780 690 5041

## **NAYDO 2013 REVIEW:**

# **BRINGING PEOPLE TOGETHER**

**Thirty-Second Annual Conference on YMCA Philanthropy**

**April 10–13, 2013**

**The Fairmont Hotel Vancouver  
VANCOUVER, CANADA**



### **From the top, left to right:**

**Philanthropy Live! chair Erneida de Guzman shares success stories**

**Conference co-chair Signi Solmundson, coordinator Mary Zoller, co-chair Darlene Hepburn and Kelly Walker at the Sports Hall of Fame**

**William Sturtevant leading a workshop**

**Thursday luncheon keynote Rick Hansen**

**Friday luncheon speaker Sean Moffitt**

**Closing brunch speaker Penelope Burk**

**Scott Haldane, President and CEO, YMCA Canada**

**Stephen Butz, CEO, YMCA of Greater Vancouver**

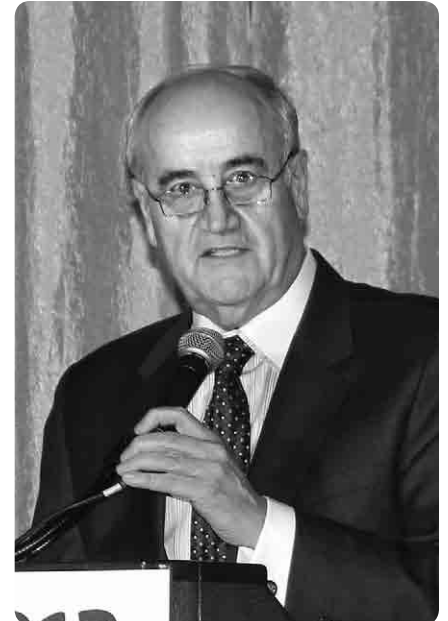
**The Honorable Julian Fantino, Canadian Minister for International Cooperation**

**NAYDO Chair Curt Hazelbaker and Ernesto Gaona, CEO of YMCA Mexico, present certificates to international attendees**

**General Session**

**Lisa Ramirez, 2014 Conference Chair and the San Antonio Host Team**





## NAYDO 2013 REVIEW:

# COMMUNICATIONS AWARDS

The annual NAYDD Communications Awards aim to recognize excellence in communications throughout the Y movement, and share best practices that advance our cause through philanthropic messaging.

The categories selected are considered critical by the NAYDO Council to achieve financial development success. Winners are selected based on criteria established by the NAYDD Council. All YMCAs in North America and throughout the world are encouraged to submit their best work.

Special thanks to Y Canada and YMCA of the USA for brand compliance review.

## JUDGES

Thank you to our Communications Contest judges who devoted countless hours reviewing entries:

### Joan Marie Belnap

Vice President/Chief Development Officer  
YMCA of Northwest North Carolina

### Shari Campbell

Vice President and Co-owner  
JayRay: Branding, Advertising, Strategic Communications

### Nadina Kaminer

Communications Manager  
YMCA Calgary

### Michelle laRue

Vice President of  
Communications and Marketing  
YMCA of Pierce and Kitsap Counties

### Amber Martin

Brand Marketing Director  
YMCA of Greater Seattle

## ANNUAL REPORTS



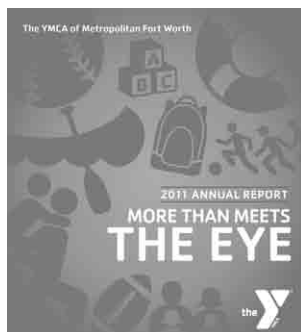
**GREATER THAN \$50 MILLION BUDGET**

YMCA of Victoria (Australia)



**\$25 TO \$50 MILLION BUDGET**

YMCA of Greater Vancouver



**\$10 TO \$25 MILLION BUDGET**

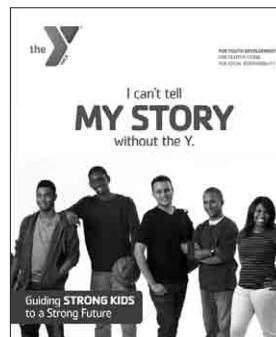
YMCA of Metropolitan Fort Worth



**\$2 TO \$10 MILLION BUDGET**

Greater Burlington YMCA

## ANNUAL SUPPORT CAMPAIGNS



**GREATER THAN \$50 MILLION BUDGET**

YMCA of Greater New York



**\$25 TO \$50 MILLION BUDGET**

YMCA of Greater Richmond

## CAPITAL CAMPAIGNS



**\$25 TO \$50 MILLION BUDGET**

YMCA of Greater Vancouver

## DONOR CULTIVATION



**GREATER THAN \$50 MILLION BUDGET**

YMCA of San Diego County



**GREATER THAN \$50 MILLION BUDGET**

YMCA of Greater Houston



**\$25 TO \$50 MILLION BUDGET**

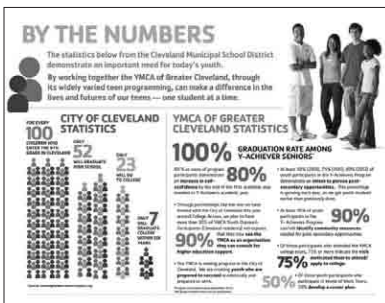
YMCA of Hamilton/Burlington/Brantford



**\$25 TO \$50 MILLION BUDGET**

YMCA of Greater Kansas City

## DONOR CULTIVATION



**\$10 TO \$25 MILLION BUDGET**

YMCA of Greater Cleveland

## WEBSITE OR SOCIAL MEDIA



**GREATER THAN \$50 MILLION BUDGET**

YMCA of Greater New York



**\$25 TO \$50 MILLION BUDGET**

Metropolitan YMCA of the Oranges

## MEDIA CAMPAIGNS & PSAs



**GREATER THAN \$50 MILLION BUDGET**

YMCA of Sydney (Australia)



**GREATER THAN \$50 MILLION BUDGET**

YMCA of Greater Twin Cities



**\$10 TO \$25 MILLION BUDGET**

Frost Valley YMCA



**\$2 TO \$10 MILLION BUDGET**

Cleveland County Family YMCA

## **NAYDO 2013 REVIEW:**

# **EXCELLENCE IN FUNDRAISING EAGLE AWARDS**

Since 1986 the Excellence in Fundraising Eagle Award has been presented annually to both YMCA professionals and most recently YMCA associations that have demonstrated outstanding achievements in YMCA financial development.

Visit [www.naydo.org](http://www.naydo.org) to view the videos that tell their award-winning stories.

## **2013 EAGLE AWARD WINNERS**

### **YMCA of Greater New York**

Top from left to right:

**Diego Aviles**

Vice President of Fund Development

**Anne Bergquist**

Vice President, Communications

**Gary Laermer**

Chief Development Officer

**Dan Garber**

Director of the Annual Fund

### **Frost ValleyYMCA**

From left to right:

**Alison Buxton**

Director of Major Gifts and Planned Giving

**Jessica Dymond**

Director of Annual Giving

**Kathryn Dobbs**

Director of Development

**R Fenn Putman**

Board Chairman

**Edward Jenkins**

Director of Marketing

**Jerry Huncosky**

CEO



## NAYDO 2014 PREVIEW:

# CAUSE FOCUS=MISSION IMPACT!

### 33RD ANNUAL NAYDO CONFERENCE ON YMCA PHILANTHROPY

APRIL 9-12, 2014 | MARRIOTT RIVERCENTER AND RIVERWALK | SAN ANTONIO, TEXAS

**NAYDO 2014** will bring YMCA staff and volunteers together in beautiful San Antonio, Texas, the 7th largest city in the United States. It is renowned for its rich heritage and cultural diversity.



River Walk

San Antonio is home to the four time NBA Champion Spurs, the San Antonio Scorpions professional soccer team and the San Antonio Missions, our AA baseball team.

In addition to these incredible sports teams, we also offer outstanding opportunities for outdoor adventure, fine dining, museums, music and theatre



Market Square

### Cause Focus=Mission Impact

will help us to connect, educate, inspire and celebrate the Y's important philanthropic work. Together we can learn, grow and accomplish more!

### Hotel Reservations are Open Now

Visit [naydo.org](http://naydo.org) for a link to our hotels, or call the Marriott for reservations: Marriott Rivercenter and Riverwalk – 877 622 3056. Mention NAYDO for a room rate of \$209 single/double plus 16.75% tax.

### Conference Registration Opens September 16, 2013

Register online at [naydo.org](http://naydo.org) or call 504 464 7845. Fees include most meals and **staff save an extra \$20** if paid in full by October 31.

### NAYDO 2014 REGISTRATION FEES

Registration Period:	Members Only Sept. 16–Oct. 31, 2013	Early Bird Nov. 1–Dec. 4, 2013	Regular Dec. 5–Jan. 31, 2014
NAYDO Member: Staff / Volunteer	\$540* / \$495	\$590 / \$515	\$640 / \$535
Non-Member: Staff / Volunteer	n/a	\$810 / \$565	\$860 / \$635
Spouse or Guest	\$315	\$315	\$315
Financial Assistance Applications require a \$25 application fee			

**\*Pay in full Reward:** Staff who register and pay in full with one payment by October 31, 2013 qualify for a reduced fee of **\$520**



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**NORTH AMERICAN YMCA  
DEVELOPMENT ORGANIZATION**

21 Chateau Trianon  
Kenner, Louisiana 70065



**NAYDO**

The North American YMCA Development Organization, in partnership with YMCA of the USA, YMCA Canada and YMCA Mexico inspires and strengthens the philanthropic culture of the YMCA.

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## NORTH AMERICAN YMCA DEVELOPMENT ORGANIZATION

### NAYDO MISSION

To inspire and strengthen the philanthropic culture of the YMCA.

### STATEMENT OF PURPOSE

To lead, support and advance the development of YMCA professionals, volunteers and YMCA associations in the philanthropic work of their YMCA through training, education, advocacy, research and knowledge sharing.

### NAYDO OFFICE

21 Chateau Trianon  
Kenner, Louisiana 70065  
P 504 464 7845  
F 504 464 6718  
E [info@naydo.org](mailto:info@naydo.org)  
W [naydo.org](http://naydo.org)

### DEVELOPMENTS EDITOR

**Shelly McTighe-Rippengale**  
YMCA of San Diego County  
858 292 9622  
[smcrip@ymca.org](mailto:smcrip@ymca.org)

### NAYDO COUNCIL MEMBERS

**Paul Andresen**  
Anaheim Family YMCA  
714 635 9622  
[pandresen@anaheimymca.org](mailto:pandresen@anaheimymca.org)

**Jan Brogdon**  
YMCA of Florida's First Coast  
904 265 1812  
[jbrogdon@firstcoastymca.org](mailto:jbrogdon@firstcoastymca.org)

**Brad Davis**  
YMCA of the Triangle Area  
919 719 9669  
[brad.davis@ymcatriangle.org](mailto:brad.davis@ymcatriangle.org)

**Shaun Elliott**  
YMCA of Western Ontario  
519 667 2350  
[selliott@ymcawo.ca](mailto:selliott@ymcawo.ca)

**Pam Havlick Hearn**  
Central Connecticut Coast YMCA  
203 777 9622 x 2105  
[phearn@cccymca.org](mailto:phearn@cccymca.org)

**Curt Hazelbaker**, Chair  
YMCA of Northwest North Carolina  
336 777 6239  
[c.hazelbaker@ymcanwnc.org](mailto:c.hazelbaker@ymcanwnc.org)

**Randy Klassen**  
YMCA of Regina  
306 757 9622 x 214  
[rklassen@regina.ymca.ca](mailto:rklassen@regina.ymca.ca)

**Michelle LaRue**  
YMCA of Pierce & Kitsap Counties  
253 534 7842  
[mlarue@ymcapkc.org](mailto:mlarue@ymcapkc.org)

**Danny Maier**, Chair Elect  
YMCA of Metropolitan Detroit  
313 223 2498  
[dmaier@ymcametrodetroit.org](mailto:dmaier@ymcametrodetroit.org)

**Teri McGuill**  
YMCA of Metropolitan Fort Worth  
817 566 1075  
[tmcguill@ymcafw.org](mailto:tmcguill@ymcafw.org)

**Shelly McTighe-Rippengale**  
YMCA of San Diego County  
858 292 9622  
[smcrip@ymca.org](mailto:smcrip@ymca.org)

**Andrew Minear**  
YMCA of Greater Seattle  
206 382 4926  
[aminear@seattleyymca.org](mailto:aminear@seattleyymca.org)

**Sandy Morander**  
YMCA of Greater San Antonio  
210 246 9640  
[sandym@ymcasatx.org](mailto:sandym@ymcasatx.org)

**Trazanna Moreno**  
YMCA of Greater Houston  
713 758 9177  
[trazanna.moreno@ymcahouston.org](mailto:trazanna.moreno@ymcahouston.org)

**Kristen Obaranec**  
YMCA of Metro Atlanta  
404 267 5335  
[kristeno@ymcaatlanta.org](mailto:kristeno@ymcaatlanta.org)

**Nick Parkinson**  
YMCA of Edmonton  
780 423 9603  
[nparkinson@edmonton.ymca.ca](mailto:nparkinson@edmonton.ymca.ca)

**Andy Pierce**, CFRE, Treasurer  
YMCA of Greater Louisville  
502 587 9622  
[apierce@ymcalouisville.org](mailto:apierce@ymcalouisville.org)

**Susan Plank**, Secretary  
YMCA of Greater Tulsa  
918 728 3911  
[splank@ymcatulsa.net](mailto:splank@ymcatulsa.net)

**Rick Politte**, CFRE  
Southeast Ventura County YMCA  
805 497 3081 x 110  
[rpolitte@sevyymca.org](mailto:rpolitte@sevyymca.org)

**Bryan Webber**, Past Chair  
YMCA of Hamilton/Burlington/Brantford  
905 317 4903  
[bryan\\_webber@ymca.ca](mailto:bryan_webber@ymca.ca)

**Nick Zimmer**  
Montgomery County Family YMCA  
712 623 2161  
[execdir@mcymca.com](mailto:execdir@mcymca.com)

### NATIONAL REPRESENTATIVES

**Carol Schmidt**, CFRE  
YMCA of the USA  
800 872 9622 x 4201  
[carol.schmidt@ymca.net](mailto:carol.schmidt@ymca.net)

**Laura Palmer-Korn**  
YMCA Canada  
416 967 9054  
[laura\\_palmerkorn@ymca.ca](mailto:laura_palmerkorn@ymca.ca)

**Ernesto Gaona**  
Mexican Federation of YMCAs  
+52 55 5531 2091  
[ernestogaona@ymcadmex.org.mx](mailto:ernestogaona@ymcadmex.org.mx)

### CONFERENCE AND MEMBER SERVICES COORDINATOR

**Mary Zoller**  
504 464 7845  
[maryzoller@aol.com](mailto:maryzoller@aol.com)

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