

A Case for Clarity (and Inquiry)



Karen Moglia-Maxwell
Communications Consultant

I give a sideways glance in the dressing room mirror as the lady next to me roots around for her lipstick. Since locker room chatter can

make some women a bit uncomfortable, I figure I should take it slowly. Casually picking up the fundraising campaign brochure sitting on the vanity as if I hadn't left it there purposefully, I give a little, "hmmmm," which gets me noticed. Then I spring.

"Have you ever donated to this place?" I ask.

"I pay my membership fees. That counts, right?"

Well, actually, no, I think but don't say.

The reality, I want to say, is that membership fees pay in part for the services that members use, but not for all of the great work the Y does.

But it takes more than one woman slipping seemingly idle conversation between toweling off her hair and applying her mascara to send this message. And it's one that we desperately need to communicate if we want to increase the number of donations that come in to the Y each year.

"Our recent research tells us that many times we don't even ask people – our own members – for donations," explains Karen Follette, Vice President of Financial Development for the YMCA of San Francisco where she's working to cultivate a more philanthropic culture. "I wonder every day: If people care about us enough to give without being asked, how many opportunities are we missing by simply not asking?"

Plenty, according to Jerold Panas. As Chief Executive Officer of Jerold Panas, Linzy & Partners, one of the nation's largest firms in the field of campaign services and financial resource development, Panas has been ensconced in the American fundraising environment for more than 30 years.

"The single most important reason people tell us they do not give to an organization is because they haven't been asked," Panas explains. "And when people do give, they expect to do more than maintain the status quo. They want to know that their contributions will make a difference."

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...in the past the Y as a national organization has failed to accurately define our cause, which made it difficult to ask for financial support to further it.

Making a difference.

Supporting a cause they believe in. Bringing about positive change in the community. These are all stated reasons why people give to non-profit organizations. In turn, it is the responsibility of those organizations to make their causes perfectly clear to the public from whom they seek support.

Otherwise, even the best orchestrated fundraising efforts will fall flat.

Yet in the past the Y as a national organization has failed to accurately define our cause, which made it difficult to ask for financial support to further it. Until now.

"Historically the public has viewed the Y as a provider of services, not a higher cause. The time was right to reclaim your place in the community and better convey your social impact. That is precisely what the rebranding efforts are all about," explains Hayley Berlent, Senior Strategist at the strategic branding firm Siegel + Gale who led the team to support the Y's brand revitalization. "Giving people a clear understanding of who you are, what you stand for, why they should care, will

A Case for Clarity continues on page 11

YMCA DEVELOPMENTS



Fall 2010

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North American YMCA
Development Organization
naydo.org



NAYDO
NORTH AMERICAN YMCA
DEVELOPMENT ORGANIZATION

Message from the Chair

Bryan Webber

VP, Financial Development

YMCA of Hamilton/Burlington/Brantford

bryan_webber@ymca.ca

Lacey is a friend of mine. She is fourteen-years-old and has been coming to our YMCA for four years. As a young girl with a hearing impairment, she first came to the YMCA for a special camp program that is supported by the many donors to our YMCA Strong Kids campaign.



Lacey is also diagnosed with Klippel-Feil syndrome (a condition in which part of her spine is fused), obsessive compulsive disorder and fetal alcohol spectrum disorder. As a camper, she was provided a personal counselor who communicated with her using sign language. And for the first time in her life, she was swimming, canoeing and playing outdoor games without a parent nearby.

The next summer, Lacey returned for another two-week camp experience. At the end of her camp session, she asked if she could serve as a camp volunteer and returned to do so later that summer. One of the campers at that time was a four-year-old boy who was also hearing impaired. When he saw that someone "like him" was serving as a leader and volunteer, he came out of the shell he had been hiding in up to that point and Lacey experienced the positive impact that she could have on another child.

Lacey returned to camp the following year to serve as a volunteer for the entire summer and, this past camp season, completed her first year as a paid assistant camp counselor. She got her first job at the YMCA – a place where all youth have a chance to learn and reach their potential.

I bumped into Lacey in the branch cafeteria near the end of this past summer. I don't know sign language, so our communication has always been with pen and paper. But this time, she proudly showed me her new BlackBerry® device and said, "We can talk via BBM!" That's short for BlackBerry Messenger for those of you that don't use this tool! Here is a portion of our first BBM™ conversation:



Lacey: Hi Bryan.

Bryan: Hi Lacey. Can I join you?

Lacey: Sure. Are you on your lunch break?

Bryan: Kind of. I have about 5 minutes, and thought it would be nice to come over to say hello.

Lacey: Hello.

Bryan: Have you had fun at camp this year?

Lacey: Yes, but I have to work pretty hard.

Bryan: I think that is a good thing for all of us to do.

Lacey: Yes, I guess so.

Bryan: I can type on my BlackBerry faster than you. I use both thumbs. You only use one.

Lacey: I don't care.

Bryan: Sorry. You're right. It's not a race.

Lacey: No problem. What are you doing today?

Bryan: I am writing a report and I have a meeting later this afternoon.

Lacey: Sounds boring.

Bryan: Yes, I guess so. But I like what I do.

Lacey: Me too.

Bryan: Well, I should be on my way, Lacey. Before I go, can I take your picture? I think you look great in your staff uniform.

Lacey: Sure. Can you send it to me to use on my Facebook page?

Bryan: You bet. Smile [click]!

I am very excited about the great work of our national movements in the US and Canada of the revitalization of our YMCA brand. Lacey's story is a great example of the impact we're already having in the communities we serve and, with these investments, we will be strengthened in our work and storytelling efforts to position the YMCA as a charitable cause worthy of philanthropic support. Enjoy this issue of Developments and its extensive coverage on this subject.

I look forward to seeing about 1100 of you at NAYDO 2011 in Anaheim, California next April! Register now as this is sure to be our best conference ever!

Bryan Webber, Chair
North American YMCA
Development Organization



Brand as a Foundation to Philanthropy



Laura Palmer Korn
Senior VP Federation Strategy
 YMCA Canada
laura_palmerkorn@ymca.ca

Knowing who we are, what we stand for and how we do things are

the central principles behind YMCA Canada's branding initiative. Defining these principles builds a great case for all philanthropic efforts.

Experiencing a Meaningful Relationship

Donors want to know: What is the big idea? In other words, they want to know our brand's promise, why they should trust us and how their dollars will make a difference. At the same time, fundraisers want to better understand their potential donors. What motivates someone to give and what is the best way to communicate? Communicators know how to tailor their message to a specific audience and use the right media mix that will get attention. It is not a great leap to understand that brand, philanthropy and communications are all built upon the same foundation: establishing a meaningful relationship. The breakthrough comes when you can integrate all of this into something relevant and distinctly yours.

YMCA Canada's Ambitions

We began our brand initiative with these ambitions: to have greater impact with our work, to have more influence in our community and our country, to improve our philanthropy, to develop strategic partnerships and to build a stronger federation that drives growth.

We found that our many and varied styles of describing 'what we do' was confusing the public, our members, our donors, our volunteers and even our staff. Winning their understanding and growing our share of support in new and different ways is necessary if we are to achieve any of our ambitions. To do this we need to find and adopt a singular brand promise that captures all of the work that we do. This promise must be both inspirational and important enough to motivate others. We found this in the promise: Strengthening the Foundations of Community.

Share of Voice—Share of Wallet—Share of Support

We learned that we must not only bring clarity and consistency to our message, but we must also increase our awareness and "share of voice" by building our brand internally and externally. Although the YMCA is a very familiar name, we must shift our familiarity in name to a deeper understanding of our mission as a cause-oriented charity. We need to become the preferred charity of choice by more Canadians if we are to increase our "share of wallet" in the decision to donate. All of these activities, not just one of them, will lead to increased loyalty and advocacy (our "share of support"). Our greatest learning is that we can't do one thing without it having an impact on another. It is all integrated.

More than Gym & Swim

We learned we need to improve our philanthropy by becoming known as more than a "gym and swim" or "bricks and mortar." We must learn to speak about our work beyond a service measured in outputs. We must learn to articulate our impact on people and communities.

We also learned that we have created a fabulous machine for delivering programs and services but that machines do not provide the emotional appeal required to credibly conquer today's social challenges and elicit financial support.

Brand Fragmentation to Brand Collaboration

We learned that the single thing standing in our way of creating a great brand and philanthropic case is the thing

we value most: our local nature and autonomy. Each local YMCA describes its brand in its own way which, in turn, further fragments and fractures our brand. The solution lies in learning how to collaborate across the federation. Combining efforts with discipline (things like brand expression, a case for support, a

common identity and experience) will enhance not only our brand but our ability to increase our share of support.

The good news is that we have scale, reach, incredible program breadth and a history of success. These are the strengths upon which to build and to begin to transform. Using our brand promise, strengthening the foundations of community, we will drive the changes we need to make in our behavior to increase public understanding and awareness of the Y as a cause-driven charity.



Facebook Is Your Friend in Philanthropy



Tim Sanders

email@timsanders.com

Of all social media platforms, Facebook will emerge the most powerful when it comes to driving relationships and building

brands. It's gathered more users in the last two years than the entire World Wide Web did in its first five. Companies, nonprofits and churches have embraced the power of Facebook pages for events, membership drives, product marketing and community outreach.

In YMCA world, Facebook has been embraced by innovative managers in associations such as Pike's Peak and Greater Rochester. The platform offers YMCAs the ability to vividly share experiences and gather resources. When members follow, or "like," a YMCA public Facebook page, they see its updates along side those of their personal friends. That's a great way to keep your YMCA "top of mind."

There's something very unique about Facebook as a media platform. For millions of people (most of all your members), it is the daily newspaper of someone's life. Friends from the past merge with new friends or organizations into a continuous stream of highly relevant updates. The average user now surfs Facebook more than they surf the entire web. Research also shows that Facebook users are more trusting of promotional messages coming from their 'friends' and participate much more often in discussions about products or services with friends than with the companies that provide them. This means that the YMCA can harness passion into useful promotions.

Don't fear Facebook. If managed correctly, it poses little risk but infinite upside. After speaking at the 2010 NAYDO conference in Charlotte, I met several YMCA managers that told me about various locations that prohibited employees from posting pictures of themselves on Facebook wearing any YMCA branded apparel. One manager said that their legal department worried that an employee might post a lewd picture while displaying the YMCA brand. So, not only did that location prohibit social media postings about YMCA, they also cut off access to it at the center. To say it mildly, that's an overreaction.

If you want to recruit and retain the brightest talent, you shouldn't have policies that communicate a distrust of employees. The millennial generation expects you to trust them. They want to be openly proud of where they work. They are less likely today to post career-limiting pictures on their profiles than they were when social media first hit the scene eight or so years ago.

Think of it this way: What if an employee does something inappropriate, and then gets featured on the evening news? Do you then issue a memo that prohibits associating with anyone in public while wearing YMCA attire?

Here's a different approach adopted by organizations from Cisco Corporation to the United Nations: a social media code of conduct. Tell employees that they are trusted ambassadors of the Y brand and should always conduct themselves consistent with the Y's values. Deal with infractions as they arise, if they do. This will allow your employees to display their pride in working at the Y, and increase your visibility at the same time.

Here's a step-by-step plan for using a Facebook public page to drive the reach and relevance of your YMCA:

1. Assign one (eager) person the role of managing your YMCA's Facebook page. Give them about three to five hours per week for this task. Their first order of business is to create a public page, incorporating your brand and existing messages. Facebook offers instructions on its site (How to Create a Facebook Public Page for Business).
2. Have your Facebook manager post event updates and campaign announcements. Be visual (pictures and/or video) and generous (give us the details!). Allow comments to be posted to your Wall by your fans (members, employees). Have your Facebook manager monitor all postings, including comments, for appropriateness.

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The average user now surfs Facebook more than they surf the entire web.

3. Promote your Facebook page to all YMCA employees, members and community stakeholders. When you set up your public page, Facebook gives you the opportunity to choose your web address, which

will be: www.Facebook.com/yourYMCA. In my case, I chose www.Facebook.com/TimSanders. This made it easy for me to market it via word of mouth. Include a link to your Facebook page from your website(s), too.

After you've gained experience using this platform, you'll see it like your newsletter, and it will likely eclipse it over time as a way to drive membership loyalty. As I researched this article, I came across numerous fitness service providers using Facebook. They use the platform to brag about the difference they make in the community. They use it as a place to let employees express their pride. But they are commercial companies, not the YMCA. You own the right to market the difference you make in your community on Facebook. Seize it today.

Tim Sanders is a long time member and supporter of the YMCA. Visit his website at www.timsanders.com.



"If you can dream it, you can do it." –Walt Disney

Advancing the Dream

Thirtieth Annual NAYDO Conference on
YMCA Philanthropy

April 27-30, 2011 | Anaheim, California





NAYDO 2011

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NAYDO Conference on
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NAYDO 2011: General Session Keynotes

Thursday April 28, 12:00–1:45 pm

Opening Luncheon

Sponsored by DAXKO

Chip Heath

Switch: How to Make Change and Make It Stick



A professor at Stanford Graduate School of Business, Chip Heath is the co-author (with his brother) of two New York Times bestsellers, *Switch:*

How to Change Things When Change is Hard and *Made to Stick: Why Some Ideas Survive and Others Die*.

In his keynote presentation Chip will ask provocative questions: Why do we remember some stories and not others? Why do some big changes happen easily while other small changes prove impossible? The answers to both hinge on some of the most fascinating findings in psychology—findings that will help us face change with purpose, and communicate that change to our communities. Particularly relevant at a time when Y-USA and YMCA Canada have made brand revitalization a priority, Chip Heath will offer a simple and compelling framework for success.

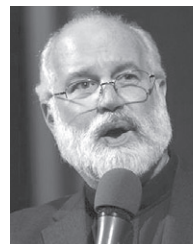
Thursday, April 28, 7:00–9:00 pm

Eagle Award Banquet

Sponsored by Blackbaud

Father Gregory Boyle

Tattoos on the Heart: The Power of Boundless Compassion



Father Boyle, best known as Fr. Greg, is a Jesuit priest and the Founder and Executive Director of Homeboy Industries.

In 1992, as a response to the civil unrest in Los Angeles, Fr. Greg launched Homeboy Bakery with a mission to create an environment that provided training, work experience, and above all, the opportunity for rival gang members to work side by side. Homeboy Industries is recognized as the largest gang intervention and re-entry program in the county, and has become a national model.

Fr. Greg has received numerous accolades, among them the California Peace Prize. In his keynote presentation, he will share emotional stories and parables from his recent book, *Tattoos on the Heart: The Power of Boundless Compassion*, reflecting his 21 years of working with gangs. His commitment to shaping young people's lives and creating a community of kinship is sure to inspire your YMCA mission-driven work.

Friday, April 29, 7:30–8:45 am

Breakfast Keynote

Sponsored by Lighthouse Counsel

Robert K. Ross, M.D.

***Our Youth, Our Future,
Our Promise***



Robert K. Ross, M.D., as President and Chief Executive Officer, oversees The California Endowment created in 1996

to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians. In 2006 he was named by Capitol Weekly as one of California's most influential civic leaders in health policy. He has received numerous other awards and honors including the Council on Foundations' 2008 Distinguished Grantmaker of the Year Award, "Youth Advocacy Humanitarian of the Year" award and the "Outstanding Community Service Award" from the Volunteers of America to name a few.

In his keynote presentation, he will describe his experiences in community-based philanthropy, and the challenge to non-profit, business, faith and philanthropic leaders to restore optimism and opportunity for young people in impoverished communities.

Saturday, April 30, 9:30–10:45 am

Closing Brunch

Dr. Milton A. Gordon

***Don't Let the Dream Stop Here:
Advancing the Dream Tomorrow
and Beyond***



From his upbringing in an ethnically diverse and economically disadvantaged community to being honored by the National

Association of Student Personnel Administrators (NASPA) with the 2007 President's Award, Dr. Milton Gordon has advanced his dreams and those of others throughout his life. As President of Cal State Fullerton since 1990 he has been recognized for advancing the quality of student life on campus by supporting student affairs and programs over a sustained period of time. At the root of his success is a connection to the Y sure to inspire us to continue to advance the dreams of our YMCAs.

Philanthropy Alliance Report

Thursday's Opening Luncheon will begin with a report from the Philanthropy Alliance featuring:

Bryan Webber, Chair
NAYDO

Neil Nicoll, President & CEO
YMCA of the USA

Scott Haldane, President & CEO
YMCA Canada

Robyn Furness-Fallin, CFRE, Chair
NAUG/Metro 30 CDOs

Eagle Award Presentation

The Thursday evening banquet will include the Eagle Award presentation to YMCA Associations demonstrating outstanding achievement in financial development. Be inspired by videos about this year's winners and witness firsthand how philanthropy, when integrated into all aspects of a YMCA's culture, can position a Y as a leading charitable community cause.

Communications Awards

Friday's Communications Awards Luncheon, sponsored by **The Redwoods Group**, will spotlight YMCAs across North America and the world who exhibit excellence in philanthropic messaging. Whatever the medium and no matter the YMCA's size, stellar communication pieces that have helped their YMCAs achieve charitable positioning and/or financial development success are celebrated.



NAYDO 2011

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Thirtieth Annual
NAYDO Conference on
YMCA Philanthropy

April 27–30, 2011

Anaheim, California



NAYDO 2011: Awards

Entry deadline: December 3, 2010

NAYDO Communications Awards

The annual NAYDO Communications Awards provide examples and inspiration for YMCAs throughout North America and around the globe. Excellent communications efforts in support of successful YMCA financial development programs are highlighted from Canadian and American YMCAs.

The awards serve to recognize YMCA excellence in development related communication pieces. The categories selected are considered critical by the NAYDO Council to achieve financial development success. Winners are selected based on criteria established by the NAYDO council.

For additional information and entry forms, please visit: www.naydo.org

For more information, you may also contact:

Jay Lowden, *Communications Awards Chair*
jlowden@ymcasuperiorcal.org, 916.452.9622 x 124

Criteria for Entries

- Each entry must have been used in the previous 18 months (June 2009–November 2010)
- The entry must possess a distinctive caliber of excellence in its own right.
- The piece must support a financial development effort and have demonstrated success – please be specific as to how your YMCA measured success.
- The communication must inspire a gift from the target audience.
- The piece's design should be clean, easy to read/hear, attractive, easy to follow, and make good use of color.
- The entry's imagery should evoke emotion and portray the YMCA's mission and goals.
- The piece's cost must be perceived as reasonable relative to the development goal and the resources of the YMCA – cost should indicate both total cost and the per piece cost.
- Audiovisual pieces must be well scripted with a focus on the case.
- Audiovisual pieces must capture the audience's attention in the first few minutes, and the audiovisual piece should be 10 minutes or less (five to eight minutes is recommended).
- All entries must follow national YMCA graphic standards applicable to their country. Those standards are available at www.naydo.org.
- Entries from United States YMCAs can conform to pre-July 2010 graphic standards (old logo) or post-July 2010 (new logo) graphic standards.



Nomination deadline: December 3, 2010

Excellence in Fund Raising Eagle Awards

Each year the Excellence in Fund Raising Eagle Awards are presented to YMCA branches or associations who have demonstrated outstanding achievement in financial development. These associations have positioned their YMCAs as eminent charitable causes in their communities.

Award recipient is expected to be registered for the conference and will be reimbursed for one conference registration after selection is announced.

For additional information and entry forms, please visit: www.naydo.org

For more information, you may also contact:

Robyn Furness-Fallin, *Eagle Awards Chair*
robynf@ymcaatlanta.org, 404.588.9622

Awards in Four Categories

Awards are given based on annual operating budget size:

- \$25 million and above
- \$10 million - \$25 million
- \$2 million - \$10 million
- Less than \$2 million

Who May Nominate

A YMCA board member, campaign volunteer, supervisor, staff colleague, Y-USA staff or any other interested party with a thorough knowledge of the association's fund raising record.

Criteria for Nominations

Associations or branches must be NAYDO Association members and demonstrate the following characteristics:

- Strong evidence that philanthropy is ingrained in all aspects of the YMCA culture.
- Demonstrate evidence of yearly growth in the annual support campaign with member involvement as a primary component.
- Staff and volunteers work in equal partnership to advance the concepts of philanthropy.
- History of successful capital campaigns that address critical needs within their community.
- Endowment program is in place and demonstrates growth.
- Positioned their YMCA among the most important human service causes and worthy of support in their local community.
- CEO is actively engaged in all aspects of advancing philanthropy within the YMCA.
- YMCA has extended its fund raising excellence and influence to other YMCAs and nonprofits.
- Board demonstrates 100 percent participation and giving.
- YMCA follows best practices in fund raising.

Application deadline: December 3, 2010

NAYDO Young Professionals Program

Following a successful pilot test of a small group at the 2010 Conference, NAYDO is proud to announce openings for the NAYDO Young Professionals Class of 2011. The program will target 20 NAYDO members in the YMCA movement between the ages of 21 and 31. Program activities begin with this 6:00–8:00 pm Wednesday evening event. Participation requires no additional fee other than registration for the conference and an application process for selection as a NAYDO Young Professional.

Visit www.naydo.org, the Young Professionals tab (not under the Conference tab) for program details, a list of benefits to your Y and the application form. Applicants will be notified no later than January 2011.

If you have questions, contact the Young Professionals Program coordinators:

Susan Plank
splank@ymcatulsa.org

Courtney Severson
courtneys@ymcaatlanta.org

Or info@naydo.org

NAYDO 2011: Register Now!

Register online at www.naydo.org

Register Early

NAYDO Conference registration is limited due to seating capacity for General Sessions (all of which include meals) and educational track workshops. Register early for lowest rates and to guarantee space for yourself and others from your YMCA. The NAYDO conference often fills to capacity months in advance.

Register Online

Visit www.naydo.org to register online (payment by credit card) or to download a registration form (payment by check).

An Affordable Conference:

- The registration fee includes most meals – from the Opening Luncheon through the Closing Brunch.
- The best idea to lower the cost is to join NAYDO and qualify for low member rates. Membership form and rates are available on the Membership page at www.naydo.org.
- A \$100 deposit paid by the December 3rd Early Bird Deadline holds your space at that lower rate and you don't pay the balance until January 2011.

Financial Assistance is Available:

You must apply early – the deadline is December 3, 2010. The form is available at www.naydo.org. Contact info@naydo.org for more information on membership assistance. NAYDO provided \$60,000 in conference and membership assistance this past year.

The NAYDO Conference Qualifies for Certification Credit:

The NAYDO Conference counts as credit toward both CFRE certification and two Leadership Competency Credits (LCC) for recertification of the YMCA of the USA Leadership Certification.

Conference Site and Hotel:

The Anaheim Marriott is a state-of-the-art meeting facility in a location convenient to the Disney Theme Parks, Downtown Disney, the Anaheim GardenWalk and only a short drive to Southern California beaches and other attractions.

Anaheim Marriott

700 West Convention Way
Anaheim, CA 92802

Room rates are: single or double \$199, triple \$219 and quad \$239. Plus taxes of approximately 18%.

Hotel Reservations:

For reservations through March 28: Call the Marriott at 800.266.9432 and mention NAYDO/YMCA or use the link at www.naydo.org for the online reservation system.

After March 28, 2011, contact the NAYDO Office at info@naydo.org or 504.464.7845. Additional rooms at the Anaheim Marriott will be available through the NAYDO Office or an overflow hotel will be announced.

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NAYDO 2011 Registration Fees

Registration Period:	Early Bird	Regular
	October 30–December 3, 2010	December 4, 2010–January 31, 2011*
Member (staff/volunteers)	\$565/\$485	\$615/\$505
Non-Member (staff/volunteers)	\$765/\$535	\$815/\$605
Spouse/Guest of Registrant	\$295	\$295

* After January 31, 2011 a late fee of \$50 may be added to the above fees provided space is still available

A Case for Clarity (and Inquiry)

continued from the cover

result in the Y making its impact more widely known."

Clarifying and elevating our cause presents an invaluable opportunity to YMCA development professionals like Robyn Furness-Fallin, Chief Development Officer of the YMCA of Metro Atlanta. "What excites me is the ability to lift our work from the fundamentals of fundraising to the joys of philanthropy," she says. "We have become so transactional in our mindset, seeing a donation as more like a payment. Philanthropy transcends the transaction and brings giving to a level that is more personal and engaging. The more engaged our communities are with our cause, the more likely they will be to give."

We are an organization that addresses causes and roots of social, developmental and health problems, not the consequences. We truly do strengthen foundations of community, and that's a cause that I believe people want to support."

Panas agrees.

"I have not seen a time during my career when people were more concerned or more interested in supporting an organization built on values, character and ethics than now," Panas says.

"No organization can come close to the Y in terms of its ability to touch lives. If you begin to do a better job of telling your story and getting the word out, I believe you'll find you've barely scratched the surface in terms of your potential for philanthropy."

We're learning it doesn't hurt to ask either.

Karen Moglia-Maxwell is an independent communications consultant and freelance writer supporting Y-USA during the brand revitalization. She also is a Y member and volunteer in Evanston, Illinois.



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Historically the public has viewed the Y as a provider of services, not a higher cause. The time was right to reclaim your place in the community and better convey your social impact. That is precisely what the rebranding efforts are all about.





NAYDO

NORTH AMERICAN YMCA
DEVELOPMENT ORGANIZATION

21 Chateau Trianon
Kenner, Louisiana 70065
USA

Partnering to Advance Philanthropy

The North American YMCA Development Organization is proud to partner with YMCA of the USA and YMCA Canada to advance philanthropy.



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

We build strong kids,
strong families,
strong communities.



Plus de vie à la vie
des jeunes, des familles
et de la communauté.

YMCA

NAYDO

North American YMCA Development Organization

NAYDO Mission

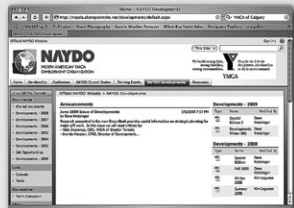
To inspire and strengthen the
philanthropic culture of the YMCA.

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.

Download this issue of *Developments*

If you would like an electronic
version of this or past issues
of *Developments* to share with
volunteers and colleagues,
please visit the NAYDO web
site at www.naydo.org.



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