

## Creating a Board Culture of Motivation



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Why do so many nonprofits struggle to engage board members in fund development? I recently discussed this with a colleague over a cup of coffee.

"Board members often feel as if they are out there begging with a tin cup in hand," he said.

I agreed with him. Just being committed to an organization's mission and knowledgeable about the programs is not enough to be motivated and reach out to others.

One cannot create motivation in another—that comes from within. But I believe that it is the responsibility of each development and executive officer to create a culture of motivation.

Board members, like everyone else, are influenced by the single most powerful human motivator—a relationship. They may have joined your organization because they were drawn to the mission, but the element that keeps them truly connected and working towards your growth is the personal connection to you and your staff.

In fact, I differentiate between mission emotion—the feelings one holds about the impact and values of your organization and relationship emotion—the feelings one has about his or her connection to you as a person.

It's amazing how much more powerful the relationship emotion is. Let me give you an example.

During a coaching assignment in Boise, Idaho, I spoke to a key board member, who my client was trying to engage into a new capital project. He was on the board for over six years, his family had been affected by the disease the mission addressed but he was thinking of resigning.

Ellen had been the executive director for two years but never engaged this leader on a personal level. At my urging, she agreed to meet him for lunch with a goal of simply getting to know each other better. The hour they spent together changed both their feelings. He connected to her. She created a climate of motivation. He saw her as a peer and that energy motivated him to stay on the board and become part of the new project.

“Remember; you do important work that people admire and they want to get to know you better.”

At a recent Pepperdine University seminar, a new executive director told me she spent almost three months getting to know her board members one-on-one. The previous director spent almost no time doing this. The most immediate result—the board meetings were very well-attended and the group was more enthusiastic than ever.

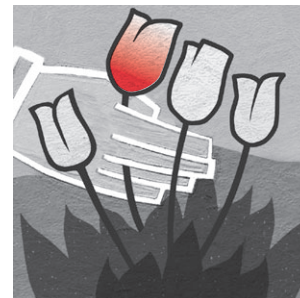
At a learning event hosted by the University of Southern Mississippi and United Way of Southeast Mississippi, many of the participants expressed a fear I commonly hear. "Why would my board members want to spend their precious time with me, if we are not talking about the organization?"

An executive friend of mine told me that most business leaders admire nonprofit executives because of their tremendous and lasting contributions to the community. Remember; you do important work that people admire and they want to get to know you better.

Take a closer look at your board members. What do you know about them as people? What are their hobbies?

**Creating a Board Culture of Motivation**  
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## YMCA DEVELOPMENTS



### Winter 2011

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**NAYDO**  
North American YMCA  
Development Organization

## Message from the Chair



**Bryan Webber**  
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I am looking forward to Advancing the Dream at our 2011 NAYDO Conference this April in Anaheim. Conference Co-Chairs Paul Andresen and Andy Pierce, along with their "dream team," have put together an amazing event and philanthropic learning opportunity for all attendees that is sure to help YMCAs advance their philanthropic programs.

When I think of the theme of our conference, I am drawn to a program at our YMCA that helps young people write a resume and find their first job. As part of the program, they are asked to post their "dream job" on a website that is designed to help them connect with an employer in the community for an apprenticeship through the YMCA.

As you may know, the World Health Organization (and the Public Health Agency of Canada) recognizes the "social determinants of health" as having a strong influence on an individual's personal health. What you may not know is that having an income and meaningful employment are two of the most important social determinants of health (in addition to education, social supports, healthy child development, etc.).

When I look back on my own youth and employment history, this makes sense. My first summer job was picking cucumbers at Anderson Farms at the age of eleven. I received \$120 per week (6 days, 8 hours per day, \$2.50 per hour) and I felt like a "somebody." After university, my first full time job at a printing company in Toronto gave me the confidence to buy a car and rent my first apartment. Fast forward to my current employment as a YMCA development professional – a position that gives me many rewards beyond income. My role also offers a sense of purpose that I believe has contributed to my good health.

Our YMCA is helping advance the dreams of these youth through this unique employment program. Check out some of the "dream job" postings below:

**"I think it would be great** to deliver mail. I wouldn't mind the weather, or the walking. In fact I would really enjoy that part of it for sure."

**"I would like** to be the owner of my own cheerleading organization. I would like to have my own gym and an all star cheerleading team."

**"I would love** to be a vet. That would be my dream job because I like to work with all animals."

**"My dream job** is to become a corporate accountant or an auditor. I would like to go back to school for accounting forensics and fraud analysis. I have a diploma for accounting, but I am not having much luck finding a job with no experience."

**"I would absolutely love** to have a job this summer where I get to be relatively active and on my feet. I'm 16 years old, and I enjoy being outdoors, especially in a natural setting. I love to work with all people in general."

YMCA programs help youth build skills and pursue their dreams, in all the communities we serve. Let's get on with the challenge of doing more of this good work and to building the skills that are necessary to optimize our resources.

I look forward to seeing you at NAYDO 2011 in Anaheim, California this April, and to helping you advance the dreams you have at your YMCA. This issue of *Developments* includes workshop topics and some speakers featured at this year's conference. I hope it gives you taste for all that is in store. Come hungry!

**Bryan Webber**, Chair  
North American YMCA  
Development Organization



## NAYDO 2011

# Advancing the Dream

Thirtieth Annual NAYDO Conference  
on YMCA Philanthropy

April 27–30, 2011 | Anaheim

### Don't Miss Out on Anaheim!

More than 1,000 YMCA staff and volunteers have already registered for the 30th Annual NAYDO Conference and limited space remains.

### Limited Time Offer: Save \$50!

The \$50 late fee has been waived on conference registration fees for current NAYDO Members.

**Just pay: Staff — \$615**  
**Volunteer — \$505**  
**Spouse/Guest — \$295**

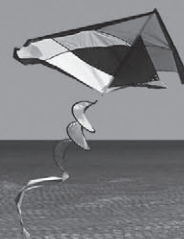
Valid until March 28 or until conference fills to capacity

### Register Online!

Visit [www.naydo.org](http://www.naydo.org) today to register and reserve a room in the conference hotel.

Use the web site link to reserve a room or call the Anaheim Marriott at 800.266.9432 and mention NAYDO.

Contact the NAYDO office at [info@naydo.org](mailto:info@naydo.org) or 504.464.7845 if you have any questions.



# The Plain Truth: We Need Board Members to Raise Money



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Have you recruited a bunch of volunteer board members to do something other than what is really needed? More importantly, is this our fault?

After 20 years with the Y, I am still struck by how much we struggle to tell the whole story and explain our true needs when we are recruiting prospective board members.

Before we explain our needs to our board, it is important to conduct a self-evaluation. Ask yourself: Do you have a recruitment process for new board members? I am not referring to a new board member orientation (that should come later). I am talking about a board member recruitment process that discloses (upfront) your top expectations of board members.

The truth is, most Y's have grand expectations for their board members. Most even have a written list of those expectations. The challenge begins with the level of priority we place these expectations.

How many of you consider your Y board to be a fundraising board?

Staff leadership at many Y's big and small do not consider their boards to be a fundraising group (at least publicly). However, many behind the scenes conversations at these same Y's have staff asking, "Why doesn't our board raise more money?"

Here is the plain truth: Y boards are "fundraising boards." Note that I did not say "just" or "only" fundraising boards.

Why do we shy away from the term "fundraising?" Are we afraid that most people will run to the hills after hearing the word and therefore the term hurts our ability to recruit board members?

If we speak of or set our top expectations around fundraising, then we are opening the door to recruiting folks for something other than what we really need.

Consider this your new list of expectations for board members:

## 1. Give a "personally significant" gift.

We need a board member to walk away after making a gift to the Y and stop in the parking lot and think, "Wow, I just committed a pretty good gift to this organization." With this, they begin to recognize the Y as their cause of choice. After all, if the Y is not one of their causes, why are they on the board?

## 2. Secure at least 3-5 additional gifts each year at the same level as your personal gift.

We not only need board members to give at the leadership level, we need board members to secure additional gifts annually from others at the same leadership level.

## 3. Participate at a leadership level in the YMCA annual fundraising campaign.

Board members should be role models for the cause. They should be campaign chairs, team captains or major gift committee members.

## 4. Conduct meaningful conversations each year with members who are not current donors.

We need our board members talking about our cause and about the good work of the Y. What if we had our board members conduct intentional conversations with 6-12 members annually who are not current donors? Cultivating relationships is and should be a high priority.

Wow, this does sound a lot like fundraising! My view here may be a bit bold and, for some, controversial but I might suggest that if you are considering board prospects that cannot commit to this list of expectations, then perhaps they should not be offered a board position.

This does not mean these folks are not good people. They are simply either not ready or they are unwilling to fulfill the expectations at this level. Better that you both know now rather than later. Remember, when identifying leaders, we

should be honest about the expectations. If a seat on the board doesn't sound like their cup of tea, your volunteer can apply their time and efforts in another area at your Y. The success of your Y and your volunteer's experience really depends on this upfront honesty.

So let's take a look at expanding the list of board member expectations that includes both resource and service expectations.

## YMCA Board RESOURCE Expectations: (fixed)

1. Giving a personally significant gift at a leadership level.
2. Securing at least 3-5 additional gifts each year at the same level as your personal gift.
3. Participating at a leadership level in the YMCA annual fundraising campaign.
4. Conducting 6-12 meaningful conversations each year with members who are not current donors.

## YMCA Board SERVICE Expectations: (locally tailored)

1. Attend at least 70% of board meetings.
2. Actively participate at board meetings
3. Serve on a board committee
4. Be a member of the YMCA
5. Attend at least one of the Y's special events

If we remain very clear about the need and expectations of board members, we move forward with the important work of the Y with greater efficiency and effectiveness. Remember, our national challenge is to have 15% of local Y revenue be comprised of annual contributed support. Folks, this is one good reason we need to use the term "fundraising board!"

A strong board is one of a Y's greatest assets. Sharing upfront, genuine expectations with prospective board members enables you to work together toward a common goal – putting the right people in the best position to have success. There may be some who say no. But the folks who say yes will set the foundation of a stronger board and your Y will become a stronger organization.





# Crafting Newsworthy Stories to Elevate Image



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What is "PR?" This question was asked of a group of YMCA professionals attending the NAYDO conference a couple of years ago. Their answers included: free editorial promotions, news coverage of events and articles printed in newsletters. While these are all correct, they are far from the whole story. Setting the right goals for public relations makes for better story telling, greater public awareness of our impact and "softens the beaches" for greater financial development.

As we transition to a new brand strategy, it is critical that we articulate our promise consistently, intentionally and clearly. In Charlotte, we tested the benefits of cause-driven messaging in 2008. Before the launch of the brand revitalization, the YMCA of Greater Charlotte adopted an integrated marketing and public relations strategy designed to position the Y as a nonprofit, mission-centered organization focused on health and philanthropy. This strategy couldn't have come at a better time as Charlotte's workforce (mostly bankers) was caught up in an economic tsunami. Families were making choices of what to keep and what to give up in order to alleviate financial strain.

Our message was deliberate and aimed at helping our neighbors see the value of the Y for their kids, their families and their community. Instead of taglines that focused on discounts and registration dates, our message was about financial assistance and serving critical needs in turbulent times. Advertising typically used to generate membership sales shared the same cause-driven message we were pitching to the local news media.

The public and the media responded positively. Reporters delivered our message – the Y is here for you during tough times – from directly below Y billboards that said "Financial Assistance Available."

Now that the brand revitalization strategy provides that universally clear, one-voice message, how will you get the attention of your local media to tell it? Many times, those of us responsible for generating press for the Y fall into the trap of sending press releases that inform the media of the date, time and location of our latest race, family event or ground breaking. Shovels, hard hats and oversized scissors are not newsworthy. While events should be added to every community calendar you can get your hands on, they are generally not going to get much media attention. If they do (on a slow news day or Saturday morning), the story is not going to do enough to boost your image.

What is important to remember is that the Y has powerful stories to tell. All over the world, the Y is doing amazing things and, as luck would have it, reporters are hungry for remarkable stories. Newsrooms everywhere have downsized while piling the pressure onto those who are left to bring original, cutting-edge ideas that will catch the attention of sought-after readers or viewers. Most story pitches received in newsrooms today won't even be considered for coverage.

The first and most important thing to remember in crafting your pitch is to establish relevance (some people call this "the hook"). First, identify the "pain or problem" in the community and then clearly communicate the Y's solution. For example, thirty-four percent of Charlotte students will not graduate from high school on time or at all.

Our Y is working to change this outcome by engaging teens in education and leadership programs that enrich their learning experience and improve academic performance.

While informing the press of an upcoming event for teens isn't necessarily a bad thing, you should consider making your pitch less about the actual event and

more about the Y's promise to nurture the potential of children and teens.

Furthermore, while establishing relevance is critical to an effective story pitch, there is more to consider before sending your story to the media: facts, urgency and testimonials.

## **First, include valuable facts that help you make your point.**

Never make a call to a reporter before finalizing a press release that includes supporting data (such as recent studies, statistics or numbers of people affected in your story) and details (date, time, location and contact information).

## **Second, establish a sense of urgency by keeping an eye of what reporters are already talking about.**

Too often we pass up opportunities to connect our work to subjects already in the news. In our teen example, we would

identify reporters who are already writing about low graduation rates or other education issues.

## **Third, never underestimate the power of a member or participant's own words.**

They tell our story with a level of honesty, excitement and sincerity that we can't deliver on our own.

For example, every year we work hard to draw attention to summer camp registration. We would hold camp fairs at local venues and camp days at branches. Rather than sending a release that simply included the time, date and location of these events, we followed our formula for an effective story pitch:

- 1) Identify the relevance
- 2) Establish the YMCA's response
- 3) Include the supporting data (facts, urgency and people)

So what community problem or pain does day camp solve?

In our area, thousands of kids will be unsupervised, unchallenged and vulnerable during the summer months away from school.

Because of the Y's history of working with children and our knowledge of the benefits of day camp, we created a

“  
What is important to remember is that the Y has powerful stories to tell.”

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compelling case that was communicated in our advertising and press campaigns. We were able to position our day camps as something other than child care by connecting reporters to our most knowledgeable camp leaders for interviews. Most importantly, we identified camp families that we felt would be our best evangelists. And we provided our facts and statistics to support the critical need for and the impact of our work. All of this was assembled before making our pitch.

Remember, newsrooms are cutting staff. The less work a reporter has to do to generate a great story, the more likely they are to cover it. So do the legwork for them.

The value of YUSA's brand revitalization strategy lies in its one-voice messaging. By delivering a consistent, cause-driven message in marketing as well as public relations, the public is more likely to see the Y as more than "gym and swim." In the long run, our well-articulated promise tells potential donors why our work matters and helps boost membership sales at the same time.

For-profit companies such as Procter & Gamble are searching for causes to connect to their products. Chief Marketing Officer James Stengel discussed this in a 2008 interview with CNN Money.com. He said, "People really do care what's behind the brand." He went on to cite Pampers® as an example, saying it became more relevant to moms when they stopped being just about dryness and started being about the best care for your baby. The good news is that the Y doesn't have to search for a cause to latch onto; our cause is built into who we are.

Staying true to our promise, our local media will share our story with potential members, donors, civic leaders, public policy makers and other organizations. As an added benefit, Y staff will also better understand and feel passionate about our work. After all, our employees work at the Y because they are cause-driven people. Let's give them something to be proud of and even better, something to talk about. Now that's great PR!



## Creating a Board Culture of Motivation

Continued from the cover

What did they do on their last vacation? What are their spouses' and children's interests? Where did they grow up? Do you know how their business operates?

Don't hesitate to ask open-ended questions about them. Don't hesitate to ask a board member out for coffee or lunch to get to know them better. Your goal is to create an environment of trust and safety.

### Here's what board members tell me stops them from fulfilling their role:

"If I provide a referral or introduction, I feel that staff will immediately ask for money. That makes me uncomfortable."

"I have a good relationship with someone whose involvement could impact my organization. However, I'm not sure what to say and I don't want to take advantage of our relationship."

"I know someone casually who might be a good resource. How do I approach him or her?"

Once a board member trusts you and gets to know you as a person, they will openly discuss these challenges with you. Then you can easily step back into your role as a professional and coach them on how to bring their resources into your organization.

You hold a prestigious position that you can use to build collaborative relationships with people important to your work. Get to know each board member as a person first. Then they'll realize that you regard them as more than just a "walking wallet."



**Marshall Howard** will be at the 2011 NAYDO Conference in Anaheim to discuss in-depth strategies. There will be two opportunities to hear him speak:

**April 28, 2011, 2:00-3:15 pm**

***"Become a Legacy Leader: Two High-Impact Board Practices"***

**April 28, 2011, 3:45-5:00 pm**

***"Fundraise Without Asking for Money: Become a Relationship Ambassador"***

For more information visit, [www.marshallhoward.com](http://www.marshallhoward.com) or visit the *Let's Have Lunch Together* blog.

## NAYDO 2011

# Advancing the Dream

Thirtieth Annual  
NAYDO Conference on  
YMCA Philanthropy

April 27–30, 2011  
Anaheim



## Help Celebrate 30 Years of NAYDO Conferences!

### Submit your stories and photos:

The NAYDO Conference has a rich 30 year history filled with success stories, diverse people, interesting anecdotes, photos and memories. We invite you to share historical items from your involvement over the years.

The 2011 NAYDO conference will feature a 30th Anniversary display, complete with photos and memorabilia, and an opportunity for NAYDO members to tweet, text and film a message for the future on our "dream wall."

### Get involved now whether or not you will be at the 2011 conference:

- Submit photos from past NAYDO conferences you have attended
- Show us some "before and after" images (can be of you, the NAYDO conference site, your Y, etc.)
- Share a success story about how NAYDO has helped advance your dream, or that of your association and members.
- Share a YouTube video link.
- Submit an interesting story or anecdote of your early NAYDO participation.
- Type or film your answers to these questions:
  - 1) What's your dream for the future?
  - 2) What inspiring message can you give to youth of today to help advance their dreams?

### How to submit by March 15:

- Email web links, digital photos, stories, comments and other items or questions to 2011 Conference Marketing Chair John Guastafarro, at [johnng@anaheimymca.org](mailto:johnng@anaheimymca.org)
- Post comments and upload media to [www.facebook.com/inaydo](http://www.facebook.com/inaydo) or "tweet" comments to [twitter.com/ymca\\_naydo](http://twitter.com/ymca_naydo)
- Mail photos and historical items to:  
John Guastafarro  
Anaheim Family YMCA  
240 S. Euclid Street  
Anaheim, CA 92802
- Include your name and a postal mailing address for items you want returned at conclusion of conference along with a phone number.
- Keep in mind, you can still be active and post comments on our Facebook page up to and during the conference. It's a great way to keep involved, whether you can attend or not.

### Tips:

- Be sure to give us the year of your historical submission(s)
- Be selective. Send compelling images and stories others would find captivating.
- Be brief. Keep your comments clear and focused.







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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.

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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](http://www.naydo.org).

