



**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**

BRINGING COMMUNITIES TOGETHER

Board of Directors Manual



**DULUTH AREA FAMILY YMCA
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Y AT A GLANCE

MISSION

The Duluth YMCA is dedicated to putting the principles of caring, honesty, respect and responsibility into practice through programs that build healthy spirit, mind and body for all.

HISTORY

Volunteer founded and volunteer led, the Y was established in London, England, in 1844 by George Williams, a draper's shop assistant. He and a group of fellow drapers organized the first Y to substitute Bible study and prayer for life on the streets. The Y has always been nonsectarian and accepts all faiths.

In 1851, Thomas Sullivan, a retired sea captain and lay missionary, started the first United States Y in Boston. Two years later the St. Louis Y was founded in the Second Baptist Church. From there, Ys spread rapidly across America. Some were started to serve specific groups such as railroad and factory workers, as well as African Americans, Native Americans and recent immigrants. After World War II, women and girls were admitted to full membership and participation.



TODAY

Ys are collectively the largest not-for-profit community service organization in the United States. Ys are for people of all faiths, races, ages, abilities, and incomes. Nobody is turned away for inability to pay. Ys are at the heart of the community life in America: 42 million families and 72 million households are located within three miles of a Y.

Y OF THE USA

Y INVENTIONS

Two major sports, basketball and volleyball, were born at the Y. A Y instructor created the first group swimming lesson, and the Y was the first to establish certification programs for lifesaving, swimming, and aquatic instruction. The Y also pioneered and greatly expanded summer camping, night school, vocational counseling, adult education, college student services, and junior college.

Y World Service workers were forerunners of Peace Corps volunteers. The Y assisted in the formation of other major voluntary groups such as Boy Scouts, Camp Fire, and the USA Y Indian Guides, a parent/child program, was created in 1926 at St. Louis' South Side Y.

SCOPE OF TODAY'S Y

The Y movement is now the largest not-for-profit provider in the United States, serving 16 million Americans. Ys are also at work in more than 130 countries. In North eastern Minnesota, the Y operates to meet the health and social service needs of men, women, and children of all faiths, races, abilities, ages, and incomes. No one is turned away for inability to pay. One of the Y's greatest strengths is the people it brings together.

Core programs include swimming lessons, wellness and fitness programs and activities, child care, summer camp, sports, family nights, and teen leadership.

HISTORICAL TIMELINE OF YMCA OF THE USA & DULUTH YMCA

June 16, 1844 - The Young Men's Christian Association was founded in London, England by George Williams. A member was of a Christian church or gave evidence of being a converted character.

1851 - Y arrived in North America in Montreal on November 25 and in Boston on December 29.

1853 - First African-American Y founded in Washington, D.C.

1854 - First international convention held in Paris - 17 Y represented.

1857-1859 - The Y was a motivating force and promotional agency of nationwide religious revival. Ys sent young men to preach on street corners. John Wanamaker was first secretary of a Y - salary \$1,000.

1861 - Civil War began. Ys in the North formed the United States Christian Commission to aid the soldiers and gave out Bibles to fighting men. Commitment with soldiers continues today through the Armed Services Ys.

1870 -YMCA Bible Studies and group meetings started being held at 110 W. Superior St.

1872 - First Railroad Y organized in Cleveland, Ohio to improve conditions by providing programs - prayer meetings, revivals, and Bible classes.

1882- First YMCA located at 18 E Superior St. Bible studies; free reading room and library, Gymnasium, fitness classes.

1885 - David Reed founded a School for Christian Workers in Springfield, Massachusetts. Organized camping began by Sumner Dudley. Camp stressed a faith for daily living based upon the teachings of Jesus.

1885 - First reported Y swimming bath was built at Brooklyn Central Y in New York.

1889 - Luther H. Gulick, first secretary for physical work devised the famous inverted equilateral triangle -Y emblem.

1891 - James Naismith invented the game of basketball at the International Y Training School.



1891-Residence for immigrants was also included in a new YMCA building at current downtown location.



1894 - Queen Victoria knighted George Williams for his Y work. Stained glass window in Westminster Abbey, dedicated to Ys, to Sir George and Y work WWI.

1895 - Volleyball was invented at the Holyoke Y in Mass.

1898- Summer camp for boys started meeting at Green Lake.



1900-1902 - Church and Y collaboration founded. Clergy endorsed Y - the institutional arm of the church. Y organized shop meetings and Bible study in factories and offices. Y adds religious work secretaries to staff.

1903 - Established Y Press (Association Press after 1911).

1906 - Development of mass swim lessons at Detroit Y.

1910 - Camp Fire Girls founded.

1910 - Camp Miller site was purchased in Sturgeon Lake, MN

1915 - Employed Officers' Association adopted statement - "To win men and boys to allegiance to Jesus Christ as Lord and Savior and to enlist and train them in service for the extension of His kingdom."

1916 -Barnes-Ames building – Boys Y opened across from old central high school on E Second Street

1926 - Walter Hakanson of the Denver Y gave the sport Softball its name.

1938 - Fatherless boys association began to find men to spend time with boys who did not have a father

1940 - United States entered into WWII. The United Services Organization (USO) was formed with the help of the Y and Jewish Welfare Board.

1944 - World Y Sunday was observed on June 4.

1945 - The National Council established the national Y's "Four Fronts" program which consisted of Y Indian Guides, Gra-Y, junior Hi-Y, and Senior Hi-Y with members growing in their understanding and love of God and in their loyalty to Jesus Christ.

1950 - Racquetball invented at Greenwich Y in Connecticut.

1952 - Y Sunday was started with church bulletins distributed to local churches.

1966- Three old, run down Y's sold – new building at 302 W First Street included women and girls.

1973 - The Paris Basis and Kampala Principles were endorsed by the U. S. National Council.2,000 locations in 50 states."

1980- Day Camp Kitchigami first organized, serving youth ages 6 -11.

1981- Youth soccer organized, now called Arrowhead youth Soccer Association.

1983 - National Council statement of purpose – "The Young Men's Christian Association we regard as being in its essential genius a world-wide fellowship united by common loyalty to Jesus Christ for the purpose of developing a Christian personality and building a Christian Society."

1983- Additions to Y building – 3rd floor gymnastics area and running track, therapy pool, and also Hanson Lodge at Camp Miller.

1984- Camp miller goes co-ed with summer camp program.

1987 - The Y of the USA developed a Mission Statement – The Y is a charitable association dedicated to building healthy spirit, mind, and body. Part of a worldwide movement, it puts Christian principles into practice through programs that promote good health, strong families, youth leadership, community development, and international understanding. Ys are open to men, women, and children of all ages, incomes, abilities, races, and religions at over

1990 -Adapted locker rooms added for individuals with disabilities.

1991 - After school programs created at Lester Park, Homecroft and Lakeside

1992- New dining hall added at Camp Miller

1995 – Strength training and cardio center developed and expanded.

1998 – Fatherless boys evolves into Mentor Duluth with six area agencies collaborating.

1998 – Although YMCAs have been engaged in the arts from their earliest days,

1999 -. Kids club also created.

2000 - New Pine Palace bathhouse finished at Camp Miller

2000 - Personal training started in the strength training center.

2002 – Introduced new Nitro line of Nautilus exercise equipment.

2010 – The YMCA of the USA created the National Diversity Initiative to support the Y movement in valuing the diversity of all people.

2003 – True North AmeriCorps began with the YMCA placing members throughout NE Minnesota.

2004 – Jack McLeod leadership lodge at Camp Miller. 21st Century Learning centers at Nettleton, Grant and Lowell schools. AmeriCorps headquartered at Duluth YMCA.

2010 – First Lady Michelle Obama chose the YMCA as the venue to launch the pillars of her "Let's Move" campaign against childhood obesity.

2010 – The Y revitalized its brand and began officially referring to itself by its most familiar name – the Y – for the first time.



2012 – Climbing wall at downtown branch installed. Jack McLeod high ropes course finished.

2012 – Keyzone program is introduced as collaboration between ISD709 and YMCA. OST programs providing services in all elementary & middle schools.

OUR CAUSE

America's 2,686 Ys serve approximately 21 million people each year, uniting men, women, and children of all ages, races, faiths, backgrounds, abilities, and income levels. From cities to suburbs to small towns, Ys serve America's children, families, and communities by "building healthy spirit, mind, and body for all." Across the country, 64 million households and 34 million children 14 and under live within three miles of a Y. Fifty-eight percent of Ys serve communities where the median family income is below the national average.

Together, Ys are the nation's largest provider of child care, with nearly 10,000 child care sites across the country that provide high-quality, affordable care to more than 500,000 children.

HEALTH AND WELL-BEING FOR ALL

Ys are working to combat rising levels of obesity and promote healthy living for millions of Americans through a focus on Health Living. Three-fifths of Ys have committed to this bold approach to directly address the nation's growing health crisis by engaging communities across the country to support people of all ages in their pursuit of well-being in spirit, mind, and body.

FAMILY STRENGTHENING

Y's help families build stronger bonds, achieve greater work/life balance, and become more engaged with their communities. Millions of families participate in Y programs. Nearly 900 Ys offer family-specific programs: 621 provide family fitness programs, 250 offer family camp, and 672 offer Adventure Guides or similar programs that have been bringing parents and children together since 1926.

VOLUNTEERS

Volunteer founded and volunteer led, Ys depend on the generosity and dedication of their 548,926 volunteers across the country to meet the unique needs of each community. Volunteers are at the center of Y operations—from reading to preschoolers to teaching swimming and working with seniors. They also serve on policy making boards that set the strategic direction for their Y and partner with professional staff to ensure that each Y is mission driven.

CHILDREN AND YOUTH

Every day, Ys help children and youth to deepen positive values, their commitment to service and their motivation to learn. Together, Ys are the nation's largest provider of child care, with nearly 10,000 child care sites across the country that provide high-quality, affordable care to more than 500,000 children. Twenty percent of kids in child care programs are given the opportunity of financial assistance.

INTERNATIONAL REACH

Ys are also at work abroad, serving more than 45 million people in 130 countries. Through cross-cultural learning opportunities and international partnerships and programs, Ys in the U.S. have worldwide impact, providing guidance and support, building strong local leadership, and improving the health of families and communities across the globe.

COLLABORATIONS

Each year, Ys partner with numerous local organizations to develop and implement effective, collaborative programs and community-based solutions. In fact, the nation's Ys collectively represent the largest collaborative organization in the country.

OUR PURPOSE

MISSION

The Duluth YMCA is dedicated to putting principles of caring, honesty, respect and responsibility into practice through programs that build healthy spirit, mind and body for all.

AREAS OF FOCUS

- For Youth Development
- For Healthy Living
- For Social Responsibility

CORE VALUES

The YMCA's core values serve as the foundation for YMCA of USA character-development resources. The Duluth Area Family YMCA strives to incorporate the four core values into all of its programs, activities, and interpersonal interactions taking place at the YMCA.

- **Caring:** to demonstrate a sincere concern for others, for their needs and well being.
- **Honesty:** to tell the truth, to demonstrate reliability and trustworthiness through actions. That is in keeping with my stated positions and beliefs.
- **Respect:** to treat others as I would want them to treat me, to value the worth of every person, including myself.
- **Responsibility:** to do what is right – what I ought to do, to be accountable for my choices to behavior and actions and my promises.



OUR PROGRAMS

Y programs foster values essential to strong family and community life. Youth sports teach valuable lessons like teamwork; School Age Child Care provides peace of mind to working parents who leave their children in our care; Teen programs provide safe social outlets where teens can be free to safely grow into young adults; Swim lessons teach a lifelong love for aquatics, exercise, and safety; Day Camps provide a plethora of engaging educational and recreational activities for youth; challenge themselves and build self-confidence.

All Y programs focus on meeting our mission and reinforcing the core values of caring, honesty, respect, and responsibility.

Each branch varies program offering to reflect the needs of the local community. Programs include but not limited to:



ADULT HEALTH AND WELLNESS

Health and wellness programs offer opportunities for friendship and community to form while benefiting the health of individuals. Make total wellness a priority. You can hire a trainer to improve your eating and balance it all with a little yoga.

Ys believe exercise and health education are important for people of all ages, incomes, and abilities.

AQUATICS

In Y Aquatics programs children learn to be safe around water and feel the sense of accomplishment that comes with learning a new skill. Youth Progressive Swimming is the Y's third most widely offered program nationwide. It uses a problem-solving, guided-discovery teaching approach in a positive, caring environment.

Y Aquatics programming includes:

Parent/Child classes, Preschool classes, Youth Progressive classes, Teen and Adult classes, Competitive Swim classes, Life Guarding

classes, Specialty Aquatics, Aquatic Fitness Classes, etc.

Our swim lesson program is focused on student-centered learning. Each level progresses to new aquatic skills. Skills will be checked on the first day of class to be sure your child is placed in the correct level.

At the Y, safety is our number one concern. We believe everyone is responsible for aquatic safety which is why we ask that parents actively watch their children and make sure they follow the rules. Together, we can assure every child's safety.

SPORTS PROGRAMS

A mainstay of Y offerings for all ages, Y sports programs fill kids' discretionary hours with positive activities and caring adult attention.

Coaches—often volunteers, including many parents—emphasize teamwork and cooperation over winning at any cost, developing good values over developing the next superstar.

Programs include: Basketball, Volleyball, Gymnastics, Dodge Ball, Martial Arts, CPR, and First Aid.



OUR BRANCHES

DOWNTOWN Y

- Aquatics
- Wellness Center (strength training and cardio)
- Group exercise
- Kid's Club
- Basketball, racquetball, climbing wall, and squash courts
- Woodland Community Center
- Park Point

COMMUNITY SERVICES

- Mentor Duluth
- True North AmeriCorps
- Out of School time programs
- Key Zone
- Harbor Highlands
- Little Treasures

CAMPING SERVICES

- Camper programs June to August – grades 3 to 11
- Year-round Conference and Retreat Center
- Residential and weekend camp
- Day Camp Kitchigami

COOK COUNTY

- Traditional YMCA facility in a tourist community
- Aquatics
- Wellness Center (strength training and cardio)
- Group exercise
- Kid's Club
- Basketball
- Teen Center
- Attached to the High School

ASSOCIATION BOARD OF DIRECTORS

of the Duluth Area Family YMCA

AUTHORITY

Granted by charter by-laws and total voting membership of the association. May enter into contractual arrangements.

POLICIES

Establishes all general policies for the association.

PLANNING

Establishes the association's long-range goals; develops long-range strategies; approves or delegates approval of annual objectives.

MONITORING

Monitors goal achievement and annually reviews goals; reports to membership and community.

LAND, BUILDINGS & EQUIPMENT

Determines general standards for property management and facility maintenance.

FINANCING

- Responsible for financing total association.
- Determines annual association budget.
- Arranges for annual audit.
- Allocates emergency loans to branches for capital repairs.

PROGRAM

- Sets general association program thrusts, as part of goals, and related policies.
- Coordinates and sets general standards.

STAFFING

- Hires and Evaluates President/Chief Executive Officer.
- Advocate, Advisor, Financial Development.

RELATIONSHIPS

- Represents Association at regional, national, and international events, in general community and organizational affiliations.
- Responsible for city-wide public relations and coordination among Branches.
- Share the stewardship and charitable work of the Y.
- Tell of the Y's effort to welcome all regardless of inability to pay.
- Support the President/CEO in the administration and execution of the mission and goals of the Y while maintaining objectivity.
- Recommend individuals for service on special events or for service on the Board
- Recommend activities or projects by which the Y can serve its members and the community.
- Ensure no Conflict of Interest exists by reviewing and signing the Board Conflict of Interest Policy.
- Monitor the overall financial health of the Y.

MEASUREMENT OF VOLUNTEER EFFECTIVENESS

- Being recognized in the community as a Y Board member.
- Regular attendance.
- A proactive posture towards the Y, as opposed to an exclusive reactive.
- Growth in membership and sustaining participation within the Director's sphere of influence.
- The attainment of a strong budgetary and cash financial position.

RESIGNATION

A resignation from the Board of Directors should be made in writing to the Chairman of the Board and the President/CEO.

EVALUATION

The evaluation of a Director's performance will be done on an annual basis by the Chairman of the Board and the Nominating Committee with the assistance of the President/CEO based on that person's involvement and participation in Y activities.

REQUIREMENTS

- Be dedicated to the Y's Mission, Vision, and Purpose.
- Become familiar with the goals and programs of the Y, and understand the community needs and the goals and programs designed to address those needs.
- Be Y ambassadors in the community and promote the Y goals.
- Contribute financially to the Duluth Area Family YMCA or its branches, and actively participate in the financial development.

EXPECTATIONS

- Participate in the establishment and review of the goals and the progress toward their attainment.
- Serve on at least one Board committee.
- Be regular in attendance of Board meetings, committee meetings, and special events.
- Accept additional Y assignments whenever possible.

8 CHARACTERISTICS OF HIGH-PERFORMING BOARDS

- Open To New Ideas.
- Share The Mission/Goals.
- Effective Leaders.
- High Standards.
- Informed & Trained Members.
- Effective Collaboration & Communication.
- Productive.
- Fiscal Leadership.

BOARD ORGANIZATIONAL CHART

The work of the Board of Directors of the Duluth Area Family YMCA is done primarily through committee activity. This process allows for and assures proper consideration of all proposals prior to board presentation.

See page 23 & 24

BOARD COMMITTEE DEFINITIONS

(SEE BY-LAWS ARTICLE VII FOR MORE DETAILS)

The Board of Directors establishes the following committees and designates its members:

- Executive Committee
- Finance Committee
- Risk Management Committee

The Board of Directors may also establish other committees it deems necessary. The Chairman of the Board appoints a chairman of each committee with the exception of the Executive Committee. The Chairman of the Board 'heads' the Executive Committee. Membership of the committees listed above, with the exception of the Executive Committee shall consist of Board members and Y-members from the community at-large.

BOARD OF DIRECTORS CLASS TERMS

Each Director of the Association will hold office for three years. One-third of the directors will be elected each year at the annual meeting.

BOARD OF DIRECTORS VS. STAFF ROLES

It is important for Board of Directors and staff alike to understand their distinct roles in the context of a "partnership". Communication from the Board of Directors to staff (and vice versa) should flow through the President/CEO:

BOARD OF DIRECTORS	vs.	STAFF
Determines policy		Administers policy
Employs the President		CEO Employs all other staff
Solicits contributions		Organizes the campaign
Evaluates programs		Directs programs
Approves budgets		Develops budgets

THE PRESIDENT/CHIEF EXECUTIVE OFFICER'S ROLE

Articulate association strategy for careful, periodic review by the Board of Directors. By using a comprehensive strategic road map, developed in conjunction with the Board of Directors and staff, the President/CEO should describe the big picture and provide an organizational backdrop for the Board of Directors' deliberations. Once endorsed by the Board of Directors, such a document provides a continuous agenda to develop a yearly work plan that expressly ties to the association's strategic priorities.

Structure Board of Directors materials and meetings to direct attention to issues of policy and strategy. Issues of policy or strategy should involve advance work by at least one Board of Director. Staff should facilitate, not dominate, the discussion.

Equip Board members with the capacity to monitor association performance and progress. Staff and Board of Directors together should develop an information system that is strategically focused, graphically presented, and allows for comparisons against association goals, institutional peers and past performance.

ASSOCIATION BOARD OF DIRECTORS COMMITTEE ROLES of the Duluth Area Family YMCA

EXECUTIVE COMMITTEE

The Executive Committee is a standing committee of the Y Board of Directors. Its role and responsibility shall be to:

- Act with the full authority of the Board when such action is required between Board meetings except that the Executive Committee is not authorized to remove the Chairperson from office
- Report to the Board on all actions it has taken
- Act as an informal advisory group to the Chairperson and the Branch Directors
- Assume any other responsibilities assigned by the Board
- Each branch board chair is appointed to the Executive Committee.

FINANCE COMMITTEE

The Finance Committee is a standing committee of the Board of Directors. Its role and responsibilities shall be to:

- Develop and propose the basic financial policies for the branches
- Monitor compliance with these policies
- Oversee the budget preparation and approval process, and approve the annual budget before it is sent to the Branch Boards and then to the Duluth Area Family YMCA for final action
- Monitor actual spending at appropriate intervals, throughout the year to assure that actual experience is within approved limits
- Assure itself and the Board that there is a realistic long-range financial plan that is adequate for achieving the goals of the branch
- Provide advice and guidance to the Branch Directors as appropriate (but not to direct the Branch Directors, who reports to the CEO)

RISK MANAGEMENT COMMITTEE

The Risk Management Committee is a standing committee of the Board of Directors. Its role and responsibilities shall be to:

- Create, test, and implement emergency plans for natural/situational emergencies
- Assess areas of property/buildings that may be a cause of incident/accidents
- Yearly appraisal of all exits, emergency plans, emergency/safety equipment, and building/grounds for current safety standards and correct working order
- Report findings/minutes to Chief Executive Officer

Marketing Committee



BRANCH BOARD OF DIRECTORS

of the Duluth Area Family YMCA

THE ROLE OF THE BRANCH BOARD OF DIRECTORS

The Board of Directors is elected by the Electoral Council and is charged with the responsibility of “managing” or directing the affairs of the Branch.

Above all, the Board is committed to providing strong leadership to the Branch, so that its important Mission to the community can be achieved. While much of what the Branch will achieve depends on close cooperation and mutual trust between the Board and the professional staff, there is clear distinction between their roles and this is defined in this document.

In the discharge of its responsibilities, the Board, either as a whole or acting through Committees or its officers, define its role as follows:

SETTING THE DIRECTION OF THE BRANCH

- Acts as a link between the Y and the community.
- Establish the Goals and priorities of the Branch.
- Approve the strategic road map for the longer term achievement of the Branch Goals.
- Approve an annual plan for the shorter term achievement of the Branch Goals.

OVERSIGHT

- Monitor and oversee all the operations and activities of the Branch to assure that they are directed toward achievement of its goals.
- Provide assurance that the policies and strategies established by the Association Board are being complied with.

FUNDRAISING

- Responsible for assuring that there are adequate financial resources to achieve the Mission and Goals of the Branch.
- Provide leadership in capital fundraising and endowment.
- Participate actively in the Annual Strong Kids Campaign.

BOARD COMPOSITION, QUALIFICATION, AND EVALUATION

- Select volunteer candidates who can provide strong leadership to meet the Branch’s Goals.
- Orient and educate its members so they can prudently fulfill their responsibilities as volunteers.
- Establish the structure and organization of the Board and its committees and recommend changes when required.
- Plan Officer succession to provide continuity in Board leadership.
- Evaluate the performance of the Board in total, and its individual members, and propose improvements.

RESOURCE TO STAFF

- Provide counsel and assistance to the staff through the Branch Director.
- Act collectively and individually to provide resources to the staff as needed in order to accomplish the goals and priorities of the Branch.

Y BOARD RESPONSIBILITIES

	BOARD OF DIRECTORS	BRANCH BOARDS	HERITAGE FOUNDATION
1. AUTHORITY	Granted by charter, articles of incorporation, and total voting membership of the association. May enter into contractual arrangements.	Assigned by Association Board of Directors. Cannot enter into contractual obligations.	Granted by articles of incorporation. May enter into contractual arrangements.
2. POLICIES	Establishes all general policies for the association	Determines matters of policy for branch, within the general policies of the association.	Establishes all general policies for the foundation.
3. PLANNING	Establishes the association's long-range goals; develops long-range strategies; approves or delegates approval of annual objectives.	Provides input for association goals based on branch needs & potentials; approves annual branch objectives to achieve goals, and recommends these to Board of Directors.	Establishes long term investment over sight and fundraising goals.
4. MONITORING	Monitors goal achievement and annually reviews goals; reports to membership and community	Monitors achievement of branch objectives; reports to main Board of Directors, branch members and community.	Monitors goal achievement and annually reviews goals;
5. LAND, BUILDINGS & EQUIPMENT	Determines general standards for maintenance.	Owns no property. Maintains branch property in accord with standards. Alerts main board to insurance needs.	Holds title to all properties.
6. FINANCING	Responsible for financing total association and for administration.	Responsible for assigned share of budget (income and expenses). Encourages endowment funds but has no authority over expenditures.	Allocation of endowment funds
7. PROGRAM	Determines annual association budget. Arranges for annual audit. Allocates emergency loans to branches for capital repairs. Sets general association program thrusts as part of goals and related policies. Coordinates and sets general standards.	Recommends branch budget. Requests emergency loans for capital repairs. Determines branch program and policies based on community needs and association program participation. Conducts all branch programs in accord with general standards	Allocation of endowment funds
8. STAFFING	Hires Chief Employed Officer	Branch executive employed by CEO, in consultation with Branch Board	Along with the Board of Directors, employs CEO.

<p>9. RELATIONSHIPS</p>	<p>Represents Association at cluster, field, national and international events.</p> <p>Represents Association in general community and organizational affiliations.</p> <p>Responsible for city-wide public relations and coordination among Branches.</p> <p>Provides legal counsel for branches.</p>	<p>Represents Branch in neighborhood or local Y community affiliations.</p> <p>Responsible for Branch public relations</p> <p>Alerts main Board to legal needs.</p>	<p>Represents Association at cluster, field, national and international events.</p> <p>Represents Association in general community and organizational affiliations.</p> <p>Responsible for city-wide public relations and coordination among Branches.</p>
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THE VOLUNTEER-STAFF PARTNERSHIP

The volunteer-staff relationship in the Y is primarily one of human relations. It requires mutual respect, genuine understanding of mission, and careful delineation of assignments. Harmonious and effective sharing of tasks and responsibilities is important.

Three functions have been identified for the volunteer-staff partnership:

- Policy Formulation is the shared task of volunteers and staff in bringing skills, insights, and experience to bear on problems.
- Policy Determination is the responsibility of the volunteers. Their action establishes policies.
- Policy Execution is the ultimate responsibility of the staff director although volunteers may participate in implementation.

ROLES AND FUNCTIONS OF VOLUNTEERS

Volunteers serve on Y Boards of Directors and Committees, as members of councils, as group leaders, as instructors, as fund raisers, and in special consultant or liaison capacities.

The volunteers engage in the guidance and control of the Association, being key persons in the policy-making process.

Volunteers bring specific, helpful abilities, skill and insights to the Association's work. They represent the community as they understand it, including the needs and interests of individuals and groups. They interpret and commend the Association to the community.

ROLES AND FUNCTION OF STAFF

The Y President/CEO is responsible for the administration and management of the Association within established policies.

The Y Staff plays a key role in recruiting and educating volunteers' leadership to carry out Association functions.

The staff leaders interpret Y policy, objectives, and goals to volunteers, part-time staff, committee personnel, and the community.

The staff is responsible for program development, supervision of personnel, management of facilities and property, record-keeping, financial management, and community relationships.

All staff is responsible to the President/CEO who is in turn accountable to the Association's Board of Directors.

THE DEVELOPMENT OF VOLUNTEER LEADERSHIP

Y Staff Leaders must believe in the place of volunteers in the Association, recognizing the contributions, personal potential and valuable functions that they can provide. The recruitment, selection, training, supervision, recognition, and evaluation of volunteer leadership is a major responsibility of Y staff, requiring skill and expertise.

BOARD AND COMMITTEE STRUCTURE AND RELATIONSHIPS

Each Y Association is an autonomous membership organization incorporated under the laws of the State in which it operates. The Y Board of Directors is usually the body designated in its Charter to manage the corporation. Board of Directors creates ad hoc and standing committees to carry out the Association's work. Commissions outlining the authority and responsibilities of committees should accompany the appointment of Chairpersons and committee members. All committees are responsible to the Board of Directors, having a major task of policy formation which is then adopted by the Board

MEMBERSHIP CONCEPT

The Y is an organization of members in contrast to a generalized service. Members maintain continuity of relationships, accept responsibility for the leadership of the Association, and support its program and operations. Membership brings together people of all ages, cultures, sexes, and creeds to further the Association's objectives. Membership is usually of two types - participating or sustaining. The annual recruitment and orientation of membership is vital, and volunteers carry a key role in membership enrollments. The membership policy is adopted by the Board of Directors.

FISCAL MANAGEMENT

Maintaining economic health is a key responsibility of the Board of Directors for which the President and staff are held accountable. The Y is primarily dependent upon membership dues and program fees for its support and solvency. More than 90% of the Ys are related to the United Way for additional community support. Special gifts, endowment, and project allocations from foundations or governmental units are other sources of funding.

Financial development is a key responsibility of executive leadership but program leadership needs to be involved in helping to strengthen the financial base of a Y. Again, volunteer involvement is crucial in Y moves to secure gifts, develop endowment, and planning a long-term strategy to build a strong, viable financial base which will assure Y relevance and continuity while releasing resources for program goals and activities.

COMMUNITY RELATIONSHIPS

The Y has an unusual opportunity to give leadership to and support interagency collaboration. Involvement with the United Way requires effective community relationships by volunteers and staff. Program development demands cooperation, as well as volunteers and staff. Program development demands cooperation, as well as governmental developing and maintaining equal units. Volunteer and staff leadership maintain important relationships with the communication media, business and industry, and public officials to insure the Association's active role in developing and maintaining quality community life.

FUND DEVELOPMENT

DONOR CENTERED CONTACT STRATEGIES

WIIFM (WHAT'S IN IT FOR ME?)

The art of fundraising is in making the match between the needs of the organization/community and the interests and desires of potential donors. Therefore, we need to do our homework to determine what the prospects interests might be . . . Or "what's in it for them?" questions to ask yourself about the prospective donor:

- Does this person have a Y connection/do they participate in any Y activities?
- Are there programs that will be offered through the new Y facility in which you think they or members of their family might like to participate?
- Do they have children who would benefit from programs? Aging parents who might benefit from therapeutic aquatic programs?
- What kind of things is the Y doing that appeals to a person of this prospect's: Age group? Profession (current or former)? Family status? Financial status? Medical status?
- What types of gifts has this person given in the past? What seems to be his/her philanthropic focus?
- Who has this person met and interacted with in the Y?
- What do you have in common with this prospect?
- What does the Y have to offer the prospect that is truly different - that they can't get anywhere else?
- What other interests or goals might this prospect have? How can you and the Y help the prospect pursue his/her interest?



GETTING THE INITIAL MEETING

The hardest part of the solicitation process is getting the initial face-to-face meeting. Therefore, time and thought should be given to how that invitation should be extended. Think from the perspective of what would it take for YOU to agree to a one-hour meeting with a volunteer who represents an organization that you have SOME connection with? Often times, a telephone call is the way we set up face-to-face meetings. Like you, your prospects are busy and skeptical of phone callers. You MUST catch and maintain their interest by giving them a 'WHAT'S IN IT FOR ME?' (WIIFM). The WIIFM is different for everyone.

YOUR 30-SECOND CALL SCRIPT

- The first 30 seconds of any telephone conversation are the most important. To be successful in reaching to the next step with prospects, you have to plan the call in advance. A good 30-second spot should contain:
- A greeting
- A connection that ties the prospect to the organization
- The compelling reason for your call (What's in it for the prospect to listen to you?)

PLANNING FOR THE MEETING

The best way to avoid surprises during donor meetings is to give some careful thought to your strategy BEFORE you meet with the donor. Based on what you know ahead of time about your donors, you can develop an effective plan.

DO YOUR HOMEWORK

- Know your donor, areas of interest, family members, etc.
- Set a Meeting Objective (depends on where you are in the gift giving cycle)
- Best possible outcome?
- Minimum expected outcome? (a basic outcome is to determine if there is a match between what you are trying to do and what the prospect is interested in.)
- Determine who should be involved? Best location for meeting?

DEFINE ROLE OF CAMPAIGNER TEAM

If possible, try to hold the meeting at a Y or program location so you can see the programs and people served.

PLAN FOR OBJECTIONS/CONCERNS

- What might come up?
- How will you handle it?
- Plan some questions and areas to explore (see next section for examples).
- For an hour meeting plan on at least four probing questions.

CONDUCTING DONOR MEETINGS

STEP 1 OPENING

- Build rapport and establish expectations for a positive outcome.
- The purpose of the contact—make it donor-centered (WIIFM?) not based on our internal goals/objectives.

STEP 2 INFORMATION GATHERING

- Ask probing, open-ended questions to find out what's important to the donor, including:
- Their emotional needs and reasons for giving
- The size of the Emotional Need determines the size of the give.
Examples of questions:
- You are so generous in the community, how do you decide what organizations to support?
- Why have you chosen the Y as one of your charities?
- Tell me about your family's involvement in the Y and what that has meant to you?
- What are the areas of programming that are most important to you? Why?
- Their gift-giving potential or financial position

Transitioning to financial issues can be difficult, so develop several phrases that you think will work for you. Money and finances are high-trust topics. The level of trust increases during the discovery of Emotional Needs. Examples: What would you like to accomplish with your gift? What impact would you like to make? Let's talk about a gift range you may want to consider.

- How decisions about their gifts are made

Many gift-giving opportunities are lost because surprises come up late in the discussion about the decision-making process. The goal is to understand the Who, What, How, and When of the decision-making process so you can plan future discussions. Understand who the "influencers" are . . . Family, friends, and advisors. Examples: How are decisions made? When? What's the process? How would you like us to approach you about giving opportunities?

- Objections or reservations they have about making a gift
- Timing, options for giving, etc.

Examples: What other questions do we need to answer before you consider a gift? Can we schedule a meeting with your family next week? Are there any special payment options you would like to consider i.e.: gifts of stock or spreading your gift over a period of time?

- Other important information.

Make a list of areas you want to explore and develop questions you can use.

- Responding to Questions

The general rule is to keep your answer short, and follow it up with another question.

STEP 3 EXPLAINING BENEFITS

Provide information about how a gift can help donors achieve goals and solve problems. Benefits relate directly to what donors have said is important to them.

During the explaining step for the first time in the relationship, you are intentionally giving the donor information to promote the Y to them. You are in a “convince” mode. The better the job you do in previous steps, the easier the last steps will be in closing the gift. The information you present should fit the donor’s situation. Use the information you uncovered during the Information Gathering Step to develop a persuasive presentation. Therefore, you should not make a presentation until you have fully investigated the emotional needs, financial issues, decision-making process, and any issues, concerns or objections.

Benefit Statements:

The donor will be more receptive to your explanation if you describe the gift-giving opportunity as a way for the donor to “realize a dream.” What’s in it for the donor to make a gift to your organization? This is the language of benefits. If you have done a good job in the Probing Step of uncovering the donor’s “dream” or his/her wants and needs, explaining donor benefits will be easier.

STEP 4 NURTURING TO RESOLVE CONCERNS

When people have concerns or objections, it’s an opportunity to learn what is important to them. Resist the temptation to “defend.” It’s important to show concern and engage them in a problem-solving discussion rather than a debate. You are asking for a “stop and think” gift - you want to get questions, hear concerns, etc. Listen, ask questions to make sure you understand, provide a solution, and seek agreement before moving forward.

STEP 5 UNDERSTANDING THE WIN-WIN OUTCOME

We should get agreement and commitment from prospects during every interaction. This is the best way to MOVE the prospect forward in the gift-giving process. It’s important to ASK for commitment not only at the end but also at every step along the way. Hence, asking for a major gift seems like a win-win situation.

STEP 6 PRESERVING DONOR RELATIONSHIPS

An often-overlooked step, stewardship can smooth the way for future gifts or referrals from major donors. You’ve worked hard to build the relationship. Preserving the donor’s commitment to your organization takes ongoing effort as well.