**Northern Middlesex County YMCA**

**Capital Planning Board Retreat**

January 16, 2018

**Attendees:** YMCA Board of Directors, CEO Michele Rulnick, Jon Simons Donor By Design, Dave Hayward, YMCA of the USA

**Capital Development Areas of Focus**

* Fund Development (Annual/Capital Campaign, Tax Credits and additional funding sources)
* Decision on Housing Program (Determine how the Y desires to proceed)
* Board Development (Strengthening the Board in capacity, influence and engagement)
* Re-define Project Scope (Plan A is terminated, what is Plan B and beyond)

**Fund Development**

**What additional information or research is needed? What questions remain?**

* Who are our biggest funders?
* Who are the remaining folks (we still need/want to access to tell our story)?
* What is our membership, aquatic and camp capacity to generate more revenue?
* What is our approach to hospital/employees for partnership to offer free membership in exchange for donations?
* What types of tax-credits are available?
* Exporting our programs and expertise out into the community-revenue resource
* Who would lead this….Fund Development staff and volunteers?
* Billionaire list?
* How do we convey need for money without being needy? Project the YMCA as a solvent, well-run non-profit
* How do we re-organize/shift responsibilities so Michele can fundraise/build relationships/cultivate?
* How do we increase digital presence to spread the story of the YMCA?

**Identify key strategies and ideas moving forward.**

* Narrow down the development committee (combination of volunteers/staff and donors)
* Develop an annual calendar with action items
* Identify areas of new revenue (export our wellness and other expertise)
* Identify a group to investigate available tax-credits and other funding sources. Approach YMCAs which have done this. Engage lawyers, developers and other experts.
* Invite in people, systems, volunteers, communications (marketing and pr)
* Develop marketing piece that includes stories.
* Develop Major Gifts Task Force (combination of board and people interviewed)
* Identify and connect with foundations outside of service area
* Any unused or underutilized gym/pool time which we could rent out?
* Look at donors (major) to other Ys.

**Decision on Housing Program**

**What additional information or research is needed? What questions remain?**

* Historic overview of past discussions
* What does it look like to extract ourselves from the program? Roles etc.
* How and what does transition look like for residents?
* Role of Housing Authority with making and implementing decision
* What other samples of our situation are there with other Ys…what can we learn from them?
* Who is to lead this (volunteer committee, housing committee, staff/board leadership)?
* What donors/prospects care about housing?
* Controlling the language and message we tell the community if we extract ourselves from housing
* How do we replace the money/revenue?
* Plan B= housing stays and tax credit money…can we accept this?
* Does the Y operate or partner with housing authority?
* Can we separate entrance/exit from child care?
* Can we generate more child care?
* Who is a content expert to advise on process?

**Identify key strategies and ideas moving forward.**

* Goal: Make a final decision (move from if to when) on how to extract?
* Develop a process and timeline for extraction
* How to do this
  + Meet with Housing Authority
  + Meet with LIHTC
  + Meet with other Ys
  + How to best communicate decision to the community?
  + Facility

**Board Development**

**What additional information or research is needed? What questions remain?**

* How do we identify board strengths and weaknesses and build awareness to fill gaps?
* What training is needed?
* What group will lead this?
* How do we increase engagement and accountability?
* What tools/materials need to be developed?
* Need to identify community influencers for future board engagement?
* Need to do ice breakers to get to know each other…social

**Identify key strategies and ideas moving forward**

* We will do a board survey to learn strengths and weakness to build plan to address gaps.
* Provide Sr. Leadership more support by being a more action oriented board
* We need to implement training Y101 for fundraising and stewardship. Includes information about the Y,
* Be more selective/strategic on Board Member selection.
* Develop a networks of community influencers
* Build a Task Force to determine who will take ownership and lead training
* Increase Board engagement-awareness, Y image
* Develop accountability (tasking, checking in and following up)
* Create onboarding manual and update annually (more comprehensive with timeframes/roles etc)
* Develop a 1st year Mentor Program
* Engage companies trying to break into Middletown/Middlesex

Outcome: This will lead to a better educated and prepared board to go and execute fundraising and build milestones.

**Re-define Project Scope**

**What additional information or research is needed? What questions remain?**

* Can we get to $3.0-5.0M
* Are we re-directing time and energy to “Plan B”/phased approach?
* Are we going to let Plan A (new facility) go away?
* Re-evaluate priorities: for business model & funders
* How do we attract young families?
* Balance visible change with needed improvements
* Who will lead this…steering committee?
* Does phase-in still leave room for hospital partnership?
* Can we learn more from success stories with other Ys and hospitals?
* Need to learn what impact of hospital business they would like to “move out”
* See what options are available for state and federal subsides
* Re-define/understand priorities (ie: facilities)
* Explore corporate sponsorship
* Off-site programming (Explore)
* Need to address ADA access and compliance
* Revised plan for physical structure within real budget

**Identify key strategies and ideas moving forward**

* Board vote to move forward with phased approach and not new facility
* Define Plan B phase of project-subcommittee based upon known community feedback and board report
* Engage architects with design and estimated costs
* Take scope and revisit major donors with new plans to determine how much we can raise and get to $5.0M
* Determine Board appetite for debt
* Determine future of FitPlus? Tax implications?
* Meet with ADA professional

**Other Items**

* Need to grow Annual Support Campaign (more organized, increase involvement and scope of events
* Increase commitment and engagement from individual board members
* Identify and diversify Board
* Enhance data collection and utilization for decision making
* Allocate financial resources to support capital direction
* Build Case for Support
* Develop larger communications campaign
* Share the vision
* Define strategies and associated action items
* Enhance Board members ability to “make the ask”

**Board Retreat Decisions and Potential Next Steps**

* Motion presented to cancel Plan A project. Board voted and passed.
* Discuss retreat and items identified at January Board Meeting (Board Action Item)
* Acknowledged need to develop subcommittees or task forces to provide leadership and work in each area. (Board Action Items)
* Engage Board Members and others in leadership and as members of committees/task forces (Board Action Item)
* Engage Finance Committee in identifying how to fund additional staff resources to support Michele (Board and Staff Action Items)
* Priority is to focus on developing Plan B (as that direction impacts decision with housing) (Board and Staff Action Items)
* Capital Campaign Development will take approximately 18 -24 months to prepare (Board Action Item)
* Utilize 18-24 month timeline to develop and implement action plan to address above and additional items which may arise. To have completed before end of Capital Campaign Development Process (Board and Staff Action Item)
* Based on above items to develop chart of work for each subcommittee and task force. (Board Action Item)