

YWCA 2014 NATIONAL CONFERENCE
AND ANNUAL BUSINESS MEETING

Saturday, June 14, 2014

8:00 am - 11:19 am

Grand Hyatt - Grand Ballroom

1000 H Street, NW

Washington, DC 20001

YWCA:

Paula Pennebaker - Chair

Azuri Gonzalez - Secretary of the Board of
Directors

Janet Marcotte - Board of Directors

Treasurer

Dara Richardson-Heron - YWCA USA CEO

1 P R O C E E D I N G S

2 MS. PENEBAKER: Welcome to the 2014
3 Annual Business Meeting. Again, my name is Paula
4 Penebaker and I serve as the Chair of the Board of
5 Directors.

6 At this time, I would like to call the
7 meeting to order.

8 I would like to introduce my Board of
9 Director colleagues on the dais.

10 Ladies, would you please stand as I call
11 your name.

12 To my far left is Janet Marcotte,
13 Treasurer of the Board of Directors, and Dara
14 Richardson-Heron, Chief Executive Officer of the YWCA
15 USA. To my far right is Azuri Gonzales, Board of
16 Directors Vice Chair and Secretary. And to my
17 immediate right is Sarah Entsminger, who serves as
18 our Parliamentarian.

19 (Applause.)

20 MS. PENEBAKER: At this time I would
21 like to ask the Secretary of the Board of Directors,
22 Azuri Gonzales, to come forward to certify that we

1 have a quorum of local associations.

2 Madam Secretary, in accordance with the
3 Bylaws, do we have a quorum?

4 MS. GONZALEZ: Madam Chair, the Bylaws
5 of the YWCA USA, Section 111 Members, B., Member
6 Meetings, Member Action, Number 6, state that a
7 quorum of the Local Associations for the transaction
8 of business shall be one-third of Local Associations.

9
10 In accordance with the Bylaws, the
11 requirements for a quorum have been met by the
12 participation of 206 of the 226 local associations
13 represented, and 91 percent are present either by
14 proxy or in person, which is greater than the
15 one-third requirement.

16 For the election of Board members, a
17 candidate shall be elected to the Board if the
18 candidate receives the votes of a plurality of the
19 local associations.

20 Any Bylaw may be adopted, amended,
21 modified, restated or repealed by the vote of not
22 less than two-thirds of the Local Associations at any

1 meeting of the Local Associations, or, as provided in
2 the Certificate of Incorporation, by the written
3 consent of two-thirds of the Local Associations.

4 MS. PENEBAKER: Thank you, Madam
5 Secretary.

6 A quorum is present. We will proceed
7 with business.

8 All meeting participants entitled to
9 vote have received red and green voting cards. These
10 cards will be used for voting on matters that are not
11 determined by electronic voting.

12 Approval of the agenda. The agenda for
13 the 2014 Annual Business Meeting is included on page
14 one, as I said, in the General Assembly program book.
15 At this time there are no corrections or additions to
16 the agenda as published. The question is on the
17 adoption of the agenda as published. Is there any
18 discussion?

19 (No response.)

20 MS. PENEBAKER: All those in favor of
21 adopting the agenda as published, please raise your
22 green card.

1 (Pause.)

2 MS. PENEBAKER: Those opposed, please
3 raise your red card.

4 (Pause.)

5 MS. PENEBAKER: The agenda is adopted.

6 We will continue with the approval of
7 the Standing Rules for this Annual Meeting. These
8 Standing Rules were also included in the General
9 Assembly program book. The Secretary, Azuri
10 Gonzales, will read the proposed rules.

11 MS. GONZALEZ: The proposed standing
12 rules of the 2014 Annual Business Meeting are as
13 follows.

14 The official nametag issued upon
15 registration is required for admission to the
16 meeting.

17 Audible ring tones and alerts on cell
18 phones, smartphones, tablets and other personal
19 electronic devices should be turned off and not in
20 use during the meeting.

21 To obtain the floor, the meeting
22 participant shall rise, approach a microphone,

1 address the Chair, provide name and
2 delegate/non-delegate status, local association
3 affiliation, and, upon recognition by the Chair, may
4 speak.

5 A meeting participant may speak from the
6 floor for no longer than two minutes to an issue and
7 discussion will alternate between speakers for or
8 against an issue.

9 No meeting participant may speak from
10 the floor on the same issue a second time until each
11 meeting participant wishing to speak on the issue
12 being discussed has been given the opportunity to
13 speak once.

14 All comments must be germane to the
15 issue being discussed.

16 No single issue may be discussed for
17 longer than twenty minutes.

18 A specific rule may be suspended by a
19 two-thirds affirmative vote for the duration of the
20 meeting.

21 And to assure integrity of the voting
22 process, no general proxies will be accepted and any

1 matter that has been the subject of proxy voting may
2 not be amended during the meeting.

3 MS. PENEBAKER: Thank you, Madam
4 Secretary.

5 The question is on the adoption of the
6 Annual Meeting Standing Rules as read. Is there any
7 discussion?

8 (No response.)

9 MS. PENEBAKER: All those in favor of
10 adopting the Annual Meeting Standing Rules as read,
11 please raise your green card.

12 (Pause.)

13 MS. PENEBAKER: Those opposed, please
14 raise your red card.

15 (Pause.)

16 MS. PENEBAKER: The Annual Meeting
17 Standing Rules have been adopted as read.

18 The minutes of the 2013 Annual Meeting
19 were posted online for your review. Are there any
20 additions or corrections?

21 (No response.)

22 MS. PENEBAKER: Hearing none, the

1 question is on the approval of the minutes as
2 published.

3 All those in favor of approving the
4 minutes of the 2013 Annual Meeting as posted, please
5 raise your green card.

6 (Pause.)

7 MS. PENEBAKER: Those opposed, please
8 raise your red card.

9 (Pause.)

10 MS. PENEBAKER: The minutes of the 2013
11 Annual Business Meeting have been approved as
12 published.

13 The next business in order is the
14 Treasurers Report. The Board of Directors Treasurer,
15 Janet Marcotte, will present this report to the
16 Membership.

17 MS. MARCOTTE: Thank you.

18 Im going to address information from the
19 Fiscal Year 2013 audited financial statements and
20 provide an overview of our progress over the last
21 couple of years. The audited financials are in the
22 general assembly conference book on page six.

1 The August 31st, 2013 financial
2 statement -- statement of financial position indicate
3 there were total assets of \$60,165,462, and total
4 liabilities of \$1,531,769. The statement of
5 activities reflect revenues of \$8,431,924, and
6 expenses of \$6,363,454. The ending balance of all
7 net assets are \$58,633,693. This represents an
8 increase of \$2,068,470 over the prior year.

9 Turning to a breakdown of the sources of
10 revenue and uses of expense for the organization.
11 The largest impact on revenues were from realized and
12 unrealized gain, uninvestments, comprising 60 percent
13 of total revenue, followed by 21 percent from support
14 fees and 12 percent from interest and dividends from
15 investments.

16 Pages seven and eight provide a graphic
17 overview of how we used our funds in Fiscal Years
18 2012-2013, projected use for our funds in 2014, and
19 how we have budgeted to use our Fiscal Year 2015
20 funds.

21 Communications advocacy, development and
22 global initiatives collectively account for 35

1 percent of Fiscal Year 2014 expenses. Additionally
2 note that the YWCA of the USA expenses utilized for
3 local association support have increased from 12
4 percent in Fiscal Year 2012 to 60 percent in 2014 for
5 the projected year-end actual.

6 And this concludes the presentation of
7 the Treasurers Report. Thank you.

8 MS. PENEBAKER: Thank you, Janet.

9 The next business in order is a report
10 from moi -- from Dara, our CEO, Im sorry. She will
11 report to the membership at this time.

12 Oh, no. It is mine. It is mine.

13 (Laughter.)

14 MS. PENEBAKER: Im all out of order.
15 They have it written down here for me, too.

16 Okay. The purpose of my report is to
17 provide you with the status of the work on the Board
18 of Directors. You know, organization development
19 pundits speak of a number of phases of group
20 development. One model refers to what youve probably
21 heard as forming, norming, storming, performing.

22 Well, you know, they speak of them as if

1 they happen serially, as if you go through one and
2 that ends; then you go to the next phase and that
3 ends, and the next one and so forth. You get the
4 picture. They dont.

5 I would say we have formed quite well.
6 We have normed. And we are performing. Occasionally
7 we storm, but we come back to the center and do as we
8 were charged to do on behalf of this great
9 organization.

10 We have accomplished so much in the past
11 year. I want to extend my sincere gratitude and
12 thanks to our CEO, Dara, and her team for the hard
13 work they have done for us to ensure a successful
14 transition from the old to the new structure, and for
15 effectively staffing the Board to do its work.

16 (Applause.)

17 MS. PENEBAKER: During this historic
18 time for the YWCA USA it has been my privilege and
19 honor to work with our National Board of Directors, a
20 very dedicated group of women. Our vote for new
21 Board members was a key step in our future planning.

22

1 With respect to our governance, the
2 recruiting for and formation of our new Board has
3 been one of our most important initiatives. We knew
4 from the start of the process that we needed to
5 recruit high level individuals, women who were
6 considered to have a great deal of influence,
7 certainly affluence, from diverse industries and
8 backgrounds to join our Board of Directors. I am
9 happy to say that we have succeeded.

10 Our primary goal as a revitalized
11 national organization was to strengthen our
12 governance structure. After a nationwide search, 12
13 talented and successful women joined the YWCA
14 National Board of Directors. Each of these women
15 brought with them extensive professional experiences
16 and significant executive leadership accomplishments.

17
18 All of these women have a strong passion
19 for our programs and our mission. They excel at
20 cultivating relationships and convening, facilitating
21 and building consensus among diverse individuals.
22 But most importantly, they strongly support the YWCAs

1 mission, vision and strategic direction. And they
2 are ambassadors for the YWCA movement nationwide.

3 Id like to ask them all to stand as I
4 say their names. Please hold your applause until all
5 are standing.

6 Azuri Gonzales, as you have met, Vice
7 Chair and Secretary.

8 Janet Marcotte, Treasurer.

9 Member Sheila Carnacelli.

10 Rachel Cheeks-Govan.

11 Katherine Emerick Compagne.

12 Rebecca Howe.

13 Marsha B. Henderson.

14 Laura Jennings. Laura couldnt be with
15 us. Shes out of the country.

16 Leslie Lopez.

17 Kadian Lynne.

18 Imay Maherhamdi.

19 Rhonda Mimms.

20 Ruth Oretz.

21 Patricia Pearman.

22 Thank you all for your service.

1 (Applause.)

2 MS. PENEBAKER: And Marcia Greene
3 Johnson.

4 Is Marcia here? Im sorry.

5 Im sorry, Paula. Paula Greene Johnson.

6 Im sorry.

7 Paula, please stand.

8 (Applause.)

9 MS. PENEBAKER: I am also pleased to
10 bring on six new Board members who will be valuable
11 assets for us in the coming year. Through a robust
12 nominations process these women will be invaluable
13 parts of our goals and accomplishments for the next
14 year.

15 They are not here with us today. They
16 wont officially, obviously, be confirmed until the
17 vote. But they are: Griselda Aldrete, Stephanie
18 Cuskley, Sylvia Fields, Vicky Free, Terri Pensock,
19 and Emily Tynes. Their profiles are included in the
20 business meeting agenda.

21 Today as we turn our collective
22 attention to the business of the YWCA, I hope you

1 will keep in mind the tenets of our strong
2 foundation, Fearless Future initiative, which
3 restructured and enhanced our national organization
4 and began our journey toward our Fearless Future.
5 Our vision and our work is so important to the women,
6 children, and families who rely on us most.

7 Dara shared her vision yesterday and
8 talked about areas of emphasis for the coming year.
9 And in respect for time and our agenda, I wont repeat
10 them.

11 I want to thank all of you who have
12 written encouraging messages of support, given me
13 lots of hugs, words of wisdom, words of caution, and
14 atta girls. I really appreciate all of you so, and I
15 appreciate your support.

16 I will close again by thanking Dara for
17 the work that you and your staff have done. What you
18 have accomplished in the last year has been
19 absolutely phenomenal. And if I had my girl Tina
20 Turner playing in the background, she would be
21 singing Simply the Best. And thats what they are:
22 Simply the Best.

1 Thank you.

2 (Applause.)

3 MS. PENEBAKER: The next order of
4 business now is the CEO Report. YWCA USAs CEO Dara
5 Richardson-Heron will present her report to the
6 membership.

7 Thank you.

8 (Applause.)

9 MS. RICHARDSON-HERON: Ive been called a
10 lot of things. Simply the best is one that I like.

11 (Laughter.)

12 MS. RICHARDSON-HERON: Thank you, Paula.

13

14 And good morning to everyone. I hope
15 youve enjoyed the activities over the past couple
16 days. And I just want to extend my thanks and
17 appreciation to each of you for taking time out of
18 your schedules to be with us as we celebrate our
19 accomplishments and build upon our Fearless Future.

20 Im going to use my time today to share
21 some of the YWCAs accomplishments over the past year,
22 and also share some hot off the press news and top

1 line information from the 2014 Association
2 Satisfaction Survey that each of you recently
3 completed.

4 You know, this truly has been an
5 incredible year. And I just cant thank the YWCA USA
6 team enough for their hard work, commitment, and
7 dedication to the success of our organization and our
8 collective movement.

9 We are extremely excited about what weve
10 accomplished in the past 18 months of our tenure
11 together as a national team. And were pleased with
12 our financial results as of the first eight months of
13 the current Fiscal Year and our year-end projections.
14 This may be the first year in about ten years that we
15 have the opportunity to have a surplus. So were
16 happy about that.

17 Lets take a quick look at some of the
18 key accomplishments. And I wont dwell there because
19 we have sent out memos to each of you so that you
20 could see what weve done. But I like to talk about
21 it because its pretty, you know, impressive in my
22 mind. And its the work that we know is necessary to

1 move the organization forward.

2 And most importantly, we hope its work
3 that you, our local associations, value.

4 Paula mentioned our Board. And thats so
5 important. We have currently 16 members who have
6 been working together over the past year. And then
7 as we add the recommended members after theyve been
8 voted in, if they are affirmative, we know that were
9 going to have a group of incredible women who will
10 serve as strong ambassadors for our movement.

11 CEO Advisory Council. Can I ask all of
12 the members of the CEO Advisory Council to please
13 stand? If youre a member, please stand.

14 Can we give them a round of applause?

15 (Applause.)

16 MS. RICHARDSON-HERON: You know, our CEO
17 Advisory Council completed their first year with half
18 of the council rotating off and five members joining
19 the council this year. And were starting to get a
20 nice diversity across the U.S. And we think this is
21 very important.

22 I can tell you, weve begun to tackle

1 many of the key issues together. We had a very brief
2 meeting during the conference. And I really talked
3 to them about how pivotal their role is in
4 representing our local associations in the thinking
5 as we move forward with some of the strategic
6 decisions were going to need to be making.

7 So far theyve helped us with our local
8 association guidelines and provisional status policy.
9 Weve looked at some of our key policies and
10 practices. And theyve helped us develop the talking
11 points that weve sent out to each of you.

12 So, you know, over the next year were
13 going to be working very closely with this group as
14 we make the changes that we need to move forward
15 boldly into our Fearless Future.

16 Our YWCAs team is continuing to enhance
17 our infrastructure through the appointment of a
18 diverse and talented staff, so that we can continue
19 our capacity-building efforts and communications
20 efforts, and really providing the services and
21 supports that you need to do your work on the ground

22 How many of you have taken a look at the

1 Persimmon Handbook? Anybody?

2 (No response.)

3 MS. RICHARDSON-HERON: That document was
4 like, you know, I dont have children, but that was
5 almost like birthing a baby because, you know,
6 putting all of this stuff together into one book --
7 and I want to thank the staff, really, for making
8 sure its -- its just so nice to have a central
9 repository where new CEOs can come on and we can say,
10 Heres your book; this is the information, you know,
11 to get what you need and at least get you started at
12 the ground level.

13 As a national team, we have a
14 comprehensive operational plan to continue to support
15 the strong foundation Fearless Future initiative and
16 really increase our brand awareness and recognition.
17 And the plan includes numerous activities requested
18 by you, and some that we think are important. And we
19 are sequencing them so that staff can execute them
20 effectively and efficiently.

21 You know, again, some people think we
22 have a large staff. But I can tell you that, you

1 know, for the amount of work that we need to do, we
2 could use at least, you know, 50 more people. But we
3 are getting it done with what we have, and we are
4 sequencing it and making sure that we are doing it,
5 first, well. Our goal is not fast; our goal is to
6 get it done and to get it done well.

7 So some of our initiatives are already
8 in full swing and some are in the pipeline. I think
9 many of you are aware of our affinity groups that
10 were developed in 2013. We had some receptions at
11 the conference; we have a new development network
12 that started late in 2013 thats going to be ramping
13 up.

14 We, you know, we know that those are
15 important opportunities for the local associations to
16 connect and to share best practices. You know, with
17 the current structure, you know, we have an annual
18 conference; we have a capacity building institute.
19 But we want you to utilize those venues to really
20 connect with your sister YWCAs and see whats
21 happening with them and share best practices.

22 I think you know we had our first

1 capacity building institute in February in Santa Fe,
2 New Mexico. And, you know, we didnt know what to
3 expect out of the gate. We were excited about it,
4 but we werent exactly sure.

5 And I can tell you, we have gotten such
6 positive feedback about that conference that, you
7 know, we are looking forward to moving forward with
8 that in the next year. So there will be some
9 exciting news, I believe, about that to come very
10 soon.

11 You know, in response to many requests
12 that weve received from local association leaders
13 about training, the webinars, we have a host of
14 webinars and trainings that weve been doing over the
15 year. And any of the things that Im talking about,
16 you can find information about them on our intranet,
17 which, as you remember, we released last year. That
18 is really a repository.

19 And if you have any difficulties
20 accessing it or figuring it out, just, you know,
21 reach out to any of our network directors, reach out
22 to, you know, anyone in our office and well make sure

1 you get what you need because that really has a lot
2 of rich resources. And I recognize that your
3 schedules are hectic and you cant look at everything
4 we send. But we put it on that repository so that
5 you can go back to it at a time thats convenient for
6 you.

7 We, you know, based on key information
8 that was collected from local associations at 2013,
9 weve put out a report of collective impact that was
10 published and posted on the intranet that includes an
11 executive summary and some really nice detailed
12 reports on overall organization statistics and
13 mission work. These are the kinds of metrics that I
14 was speaking about that well be able to pull together
15 and say, As a collective, we do this and we do that.

16 So I urge you to take a look at that
17 report. Its really, really wonderful information.

18 And we talked about signature outcomes.
19 Thats going to be the big push moving forward.

20 I think, you know, advocacy, thats
21 critical to our work. Thats work that must be done
22 at the national level. And also we need to provide

1 you assistance with work at your state and local
2 levels. And well continue to do that.

3 Weve advocating on so many things,
4 whether its the minimum wage, Affordable Care Act,
5 equal pay, the fair budget, ERA, you know, guns and
6 domestic violence, comprehensive immigration reform.
7 Were out there on the issues that are important to
8 our constituents. So those are things that we really
9 think are important.

10 And also, you know, we continued our
11 organization-wide assessment of local associations
12 and their level of advocacy capacity. And we had a
13 capacity building pilot project. I think that it was
14 around 34 local associations. We completed that.

15 And the goal of that pilot project was
16 to engage local YWCA leadership in advocacy work and
17 facilitate, really, the development of an
18 infrastructure within their local association. We
19 realize that your staff is small as well. But we
20 really wanted to have advocacy points of contact so
21 that when we do need to mobilize on a grassroots
22 level we can have a group of people.

1 And Im pleased to say that as of May
2 2014 we have 207 advocacy points of contact. And so
3 were really excited. This is going to be very, very
4 useful when we really need to get going on some of
5 the key issues.

6 And, of course, weve done webinars again
7 that can be seen on our website.

8 In the area of development, you know,
9 our development team is working very hard to
10 revitalize our national fundraising efforts as well
11 as assist our local associations with the development
12 of capacity-building and funds.

13 And I think many of you received
14 information about the Walgreens economic empowerment
15 grants. And we were so happy to be able to give out
16 those grants this year.

17 And again, as I said in the plenary,
18 were looking forward to more opportunities to pass
19 along funds to our local associations to do the work
20 that you do so well on the ground.

21 Allstate, our representative was here
22 today. They are just tremendous. And well be

1 working with them and others to figure out ways to
2 engage our local associations and fund-raising
3 capacity.

4 And were initiating a new campaign very
5 soon, a leadership campaign to revitalize the YWCA.
6 And were going to be working with our current Board
7 and also reaching back to former leaders in our
8 organization to engage them in our fundraising
9 efforts. We think thats critically important to have
10 all ambassadors that we can involved in our movement.

11
12 And so we will be announcing that
13 shortly. Well be talking about it at our Board
14 meeting. And once we have that going we will move
15 forward with that.

16 And, of course, the development team has
17 come up with several resources for local
18 associations, including training and other
19 information that can help you with your development
20 efforts. We certainly hope that you can see some of
21 the things that were doing and why were doing them
22 and why we think theyre valuable to you, because we

1 think that as we all work together, you know,
2 certainly we are better together.

3 And communicating is one of the key
4 issues. And I hope youve seen enhanced
5 communications from our office. We have sent out
6 gazillion pieces of information. And some of you are
7 like, Okay, enough, enough; its too much. And some
8 of you are like, Oh, I need more.

9 But the reality is, you know, we are
10 trying to, you know, provide you with the right
11 amount of communications so that you know what were
12 up to. Our Y-wire newsletter is now sent to over 400
13 local association leaders and staff each month.

14 And this, in addition to our other
15 unique communications, is designed to keep our local
16 associations well informed about our plans and
17 activities at the national level.

18 I talked earlier about the
19 organizational talking points. This is really
20 important, so that as a collective we can talk about
21 common questions from -- that the public may ask
22 about our operations. We need to be singing one tune

1 on some of the issues. And so hopefully all of you
2 have those information.

3 Social media. We really need to be in
4 that space. Not the S&M space, but social media.

5 (Laughter.)

6 MS. RICHARDSON-HERON: I could not stop
7 laughing about that. That was out of control.

8 (Laughter.)

9 MS. RICHARDSON-HERON: But I am going to
10 always -- that is an acronym I will not use.

11 (Laughter.)

12 MS. RICHARDSON-HERON: Social media.
13 And weve continued our commitment to social media,
14 seeing an increase in -- since January of 2013 in
15 facebook likes to 45 percent; twitter followers, weve
16 had a 48 percent; and pinterest followers, 148
17 percent increase. And we need to do more of that.

18 We know that as a movement, and as a new
19 movement that needs to be progressive and
20 forward-moving, we have to do more of that. We have
21 -- our social media users group was created on
22 facebook to support associations implementation and

1 expansion of social media. And we have about 130
2 members and 50 associations represented.

3 So weve really got to get in that space,
4 you know, the social media space.

5 The YWCA USA blog. This is where we
6 regularly feature documents that may be written by
7 our staff or volunteers. And really, if you have
8 information that you want to share, we love to see it
9 and include it on our website. So just reach out to
10 the members of our communications team.

11 And if theres something happening great
12 at your YWCA, we want to know about it. We want to
13 highlight the stories of the incredible work that
14 were doing.

15 And as you know, were continuing our
16 efforts to increase the YWCA USA presence in the
17 media. Weve been featured in several national news
18 stories and many local news outlets.

19 And I just want to recognize James
20 Grant.

21 James Grant, can you just stand for a
22 second? James?

1 James actually has been responsible for
2 working with our communications team to do a lot of
3 the PR that you see. So when you see us out there,
4 James is working very hard not only to get us out
5 there in the media, but also to bring the right
6 people to our organization and connect us.

7 So thank you, James, for all the work
8 that you do.

9 (Applause.)

10 MS. RICHARDSON-HERON: As it relates to
11 global initiatives, we participated in the United
12 Nations Commission on the Status of Women. And along
13 with our sister YWCAs across the globe and the World
14 Service Council, of which we have Connie Tate here,
15 we -- and for the first time in many years the YWCA
16 USA hosted a reception for all of the World YWCA
17 delegates who were visiting us for the UN event. And
18 we were so excited to welcome them.

19 And, of course, were currently making
20 plans with our global relations committee to
21 participate in the world conference in Thailand.

22 So as I hope you can see, we are working

1 tirelessly every day to enhance our national presence
2 and impact as an organization, and really meet your
3 needs.

4 And while we recognize that we have a
5 very steep hill to climb and many more
6 accomplishments are necessary to get us where we need
7 to be, we also recognize that many things, you know,
8 need changing. And again, we need to be very clear
9 that we need to map it out and do it in a strategic
10 and thoughtful way so that it can be done well.

11 And we know for sure that whatever we
12 do, its going to strengthen our network, strengthen
13 our organization, and make sure that we have
14 relevance for future generations.

15 So now that Ive spoken about a few
16 accomplishments, Id like to give you a brief overview
17 of the results of our customer satisfaction survey.
18 And just so you know, its really hot off the press:
19 We just got it just before we came to the conference.
20 So Im going to give you pretty top line information.
21 But I thought this would be an ideal time to, you
22 know, show you some of the information.

1 So you'll see that in the survey that we
2 sent out to you -- and I believe it was the end of
3 May -- it was a benchmark of satisfaction from you,
4 our customers, about how we were doing. And we got 178
5 responses, which represents over 75 percent of the
6 total associations who completed the survey.

7 And what I'm most heartened by is the
8 fact that not only did you complete the survey, there
9 were over 450 comments from over 100 respondents,
10 comments around questions that, you know, either you
11 need more information or you were providing
12 information and suggestions. So we really liked
13 that. Over 60 percent of the respondents provided
14 comments.

15 So when you look at responses by
16 geographic network you'll see that you had about
17 relatively equal participation. I should note that
18 this is not weighted, so there's fairly even
19 representation of the five networks. But the
20 percentages are only percentages of respondents by
21 region; they're not weighted based on the actual
22 number of local associations in each region.

1 But you see the Northeast and New
2 England region, which is the darker blue. You have
3 the Southeast and Mid-Atlantic region, which is a
4 deeper purple. And you have the Great Lakes network,
5 which is yellow. And they were 21.9 percent.

6 The Heartland and Southwest Delta
7 network, 18 percent. And Pacific and Northwest
8 network, 15.2 percent.

9 And I didnt give the percentages for the
10 Northeast and New England, and that was 25.3 percent,
11 and the Southeast and Mid-Atlantic network, 19.7
12 percent.

13 So when you look at the role of the YWCA
14 respondent, you know, what is your leadership role.
15 So 93.3 percent -- which is the blue area -- is from
16 an executive director or chief executive officer.

17 And 6.7 percent was other. And that was
18 either assistant to the CEO or a president. And, as
19 you know, some of our YWCAs dont have a CEO. But
20 thats 6 percent.

21 So we look at years with the YWCA. So
22 its interesting to note that -- so less than one year

1 -- and thats the darker blue, I think -- yes. The
2 colors look different.

3 So less than one year as 9.6 percent;
4 one to three years, which is the -- this color --
5 that was 15.7 percent. The yellow is four to six
6 years, and thats 19.1 percent. And seven to ten
7 years, the light blue, which is this color, I guess.
8 And thats 13.5 percent. And more than ten years is
9 the purple. Its 42.1 percent.

10 So 42 percent of the people completing
11 the survey had more than ten years with the YWCA.
12 9.6 percent, less than one year, and about 25.3
13 percent, three years or less.

14 Now we looked at -- the next category we
15 looked at was years in the current position. So the
16 less than one year, we had 16.3 percent that had less
17 than one year of service as a CEO. 21.9 percent had
18 one to three years; 19.1 percent, four to six years;
19 14.6 years, seven to ten; and more than ten years
20 were 28.1 percent. So roughly 60.3 percent were the
21 new CEOs and over 42.7 percent of the CEOs had more
22 than seven years experience.

1 So lets look at the rating scale. So
2 weve had a four point rating scale, with four being
3 excellent. And that meant that the YWCA USA has met
4 and occasionally exceeded expectations in the area in
5 question. A three is satisfactory, and that meant
6 the YWCA USA is headed in the right direction; two,
7 unsatisfactory: YWCA is headed in the wrong
8 direction; and one, not applicable. The association
9 either has no opinion or does not have enough
10 information to evaluate.

11 So the areas I want you to focus on
12 primarily are the dark blue and the purple -- and the
13 purple areas. These areas are the areas that show
14 either excellent or that we are moving in the right
15 direction.

16 So the first question was: The YWCA is
17 providing support and standards related to mission
18 impact. If you look at the dark blue and purple
19 shading, this represents 88.2 percent of the 178
20 local association respondents who indicated that the
21 YWCA U.S. team is headed in the right direction.

22 20.8 percent of those felt that we were

1 occasionally exceeding expectations as it relates to
2 providing support and standards related to mission
3 impact.

4 Now the unsatisfactory is the yellow.
5 7.3 percent of the respondents felt that the YWCA USA
6 is headed in the wrong direction. And there were 4.5
7 percent, which is the lighter blue, that said they
8 really either have no opinion or they just need a
9 little bit more information.

10 So you know, right out of the gate I
11 think the 88.2 percent of the 178 local associations
12 indicate that they feel that we are headed in the
13 right direction as it relates to providing support
14 and standards related to mission impact.

15 Lets go to the next slide. The question
16 there was: The YWCA USA is providing national
17 advocacy on issues that are aligned with the YWCA
18 mission.

19 I want you to know where these questions
20 came from. The questions came actually from our
21 bylaws and our commitment to you as a national
22 organization. So we have aligned questions that

1 match up with our responsibilities do you.

2 So as it relates to national advocacy on
3 issues that are aligned with the YWCA mission, again
4 if you focus in on the blue and the purple you'll see
5 that 93.9 percent of respondents felt that we are
6 headed in the right direction. And of those 93.9
7 percent, 33 percent of you feel that we are
8 occasionally exceeding expectations.

9 There are 3.4 percent in the yellow who
10 feel that we are headed in the wrong direction in
11 this area. And it's too early to tell for about 2.8
12 percent of the respondents.

13 If we move to the next category, which
14 is the YWCA USA is communicating effectively with
15 local associations, again focusing in on the blue and
16 the purple, you'll see that as it relates to the
17 national office communicating effectively with local
18 associations, 92.1 percent of respondents felt that
19 the YWCA USA is headed in the right direction, with
20 39.9 percent -- or more than a third -- thinking that
21 we are exceeding expectations in this area.

22 There are 6.2 percent who feel that were

1 headed in the wrong direction, and 1.7 percent just
2 need a bit more time to assess.

3 Moving to the next category, and that is
4 the YWCA USA is increasing the visibility of and
5 leveraging the YWCA brand at a national level,
6 including monitoring the trademark. 74 percent of
7 the respondents felt that we are headed in the right
8 direction in increasing the visibility of and
9 leveraging the YWCA brand. And 21 percent of you
10 feel that we are exceeding occasionally. 12.9
11 percent feel that we are headed in the wrong
12 direction. And another 12.9 percent feel that they
13 just need a little bit more time to assess.

14 In the next category -- and that is the
15 YWCA USA is establishing strategic collaborations
16 with other organizations in accordance with overall
17 goals, including program and advocacy priorities. 71
18 percent of you feel that we are headed in the right
19 direction, with 13.5 percent thinking that we are
20 excelling. 6.2 percent in the yellow feel that were
21 headed in the wrong direction. And 21.9 percent feel
22 that its just a bit too early to tell.

1 In the next category, the YWCA USA is
2 creating opportunities for local associations to
3 network with each other. You'll see that 82 percent
4 feel that we are heading in the right direction, with
5 21 percent feeling that we are occasionally exceeding
6 expectations. 11.8 percent, which is the yellow,
7 feel that were headed in the wrong direction. And
8 for 6.2 percent its too early to tell.

9 The next category, the YWCA is
10 maintaining linkages to the World YWCA, including
11 participating in and supporting World WYCA
12 initiatives. 65.8 percent feel that we are headed in
13 the right direction, with about 15 percent feeling
14 that were excelling, and 3.4 percent feel that we are
15 moving in the wrong direction. And about 30.9
16 percent feel that its a little bit too early to
17 assess.

18 And we just have two more, so dont
19 worry.

20 (Laughter.)

21 MS. RICHARDSON-HERON: The next is the
22 YWCA USA has a competent and responsive staff team.

1 And you'll see that 88.8 percent of you feel that we
2 are headed in the right direction on that. And with
3 that about -- or more than half -- 47.8 percent feel
4 that we are exceeding expectations in this area. And
5 that's the blue area.

6 And 5.1 percent feel that we headed in
7 the wrong direction, and 6.2 percent feel that it's a
8 bit too early to tell.

9 The next category, the YWCA USA has
10 begun to develop uniform standards and criteria and a
11 review process for local associations. In this, 81.4
12 percent feel that we are moving in the right
13 direction, with 18.5 percent of you feeling that we
14 are excelling. 6.2 percent feel that we were headed in
15 the wrong direction. And there's another 12.4 percent
16 who feel that it's too early to tell.

17 And then the last question is, you know,
18 overall, do you feel that the YWCA USA is moving in
19 the right direction to provide value-added services
20 and supports to meet the needs of the local
21 associations network and enhance the organizations
22 brand. And you'll see that 85.4 of you feel that we

1 are headed in the right direction. And 29.2 percent
2 of that feel that we are occasionally exceeding
3 expectations.

4 There are 6.2 of you who feel that we
5 are headed in the wrong direction. And for 8.4
6 percent its too early to tell.

7 So based on the results of the survey,
8 on average it appears that more than 80 percent of
9 the local association leaders -- each of you in this
10 room -- gave us a rating that indicated that we are
11 headed in the right direction. And in several cases
12 we have not only met, but we have exceeded your
13 expectations.

14 And my take is that youve given us a
15 solid B -- maybe B-plus in some areas for our efforts
16 over the past 18 months. And I think thats very
17 fair. And we really appreciate your strong vote of
18 confidence because we are really working tirelessly
19 to make the grade.

20 But, you know, my team -- and those of
21 you who know me know that in my books a solid B is
22 just not good enough -- not even a B-plus -- because

1 I want to always make an A.

2 So over the next year or so were going
3 to continue to pull out all stops. And were going to
4 work within the confines of what is within the realm
5 of possibility for us as an organization to make the
6 grade.

7 And I just want to thank each of you who
8 have provided very constructive feedback. We are
9 certainly happy to accept and act on constructive
10 feedback that we receive. And -- because, you know,
11 no one knows better than us how long our to-do list
12 -- and no one I think is more impatient than we are
13 to get this work done.

14 But we also recognize the challenges.
15 And we also recognize that what we need to do will
16 not happen overnight, particularly given where we are
17 in our organizations history. But we are very
18 optimistic.

19 So as we look forward to Fiscal Year 15,
20 our primary goals are to continue our prudent
21 financial management while working very diligently to
22 elevate the YWCAs national presence, create a mission

1 metric focused organization, to increase funding
2 opportunities and support the work of the local
3 association network, as each of you provide the vital
4 programs, services, and opportunities for the women
5 and families that you serve.

6 Now were confident that our operational
7 plan will continue to move the YWCA movement forward
8 in a fiscally sound, measured, thoughtful, strategic
9 and successful manner. And were also optimistic that
10 with our continued strong effects at the national
11 office, support from our Board, support from our
12 local associations, enhanced brand awareness and
13 cultivation of relationships, partnerships and
14 connections with resources, the picture at the
15 national level and local levels will undoubtedly
16 change significantly for the better in the next few
17 years.

18 And I just want everyone to remember
19 that every woman and every girl has a stake in the
20 success of our organization. And that success begins
21 with each of us in this room.

22 And certainly as we look to our Fearless

1 Future, were going to continue to build on our
2 exemplary track record of accomplishments and
3 strengths to transform the organization. And that
4 transformation will occur when we all work together
5 to plan, to strategize and execute in both visionary
6 and pragmatic ways so that we can realize our
7 mission; and most importantly, so that we can
8 continue our iconic legacy of being that constant
9 strong current in the lives of the millions of women,
10 girls, and families who are counting on us to make
11 their world a better place.

12 So I thank you again for all that you do
13 to live out the mission of the YWCA. I hope you
14 enjoyed this years conference. I thank you for your
15 strong leadership. And I look forward to walking
16 with you into our Fearless Future.

17 Safe travels hope. And thank you.

18 (Applause.)

19 MS. PENEBAKER: All right.

20 Prior to beginning the voting process I
21 would like to ask the Secretary, again Azuri
22 Gonzalez, to read the voting procedures.

1 MS. GONZALEZ: Each Local association
2 votes through two Voting Delegates, and so has two
3 votes for each question being considered at the
4 Annual Meeting. Voting will be conducted online
5 using an online system administered by an independent
6 online voting firm, Votenet.

7 Electronic voting information, including
8 unique passwords and IDs, were sent to each Voting
9 Delegate. When the question is called, delegates who
10 have not already cast a vote or those who wish to
11 change their previously cast vote will be asked to
12 log onto the site, using the laptops provided to cast
13 their vote.

14 Votenet has been instructed to delete
15 all electronic records at the close of today's
16 meeting.

17 MS. PENEBAKER: Azuri will now present
18 the report of the Governance Committee.

19 MS. GONZALEZ: I will now present the
20 Governance report.

21 The Governance Committee recommendation
22 for Board Candidates was mailed to the membership on

1 April 22, 2014. The Board of Directors nominees are
2 as follows.

3 Griselda Aldrete, Executive Director,
4 Hispanic Professionals of Greater Milwaukee.

5 Stephanie Cuskley, Chief Executive
6 Officer, NPower.

7 Sylvia Fields, Executive Director, Eden
8 Hall Foundation.

9 Vicky Free, SVP & Chief Marketing
10 Officer, BET Networks.

11 Terri Pensock, Corporate Executive IBM,
12 And Emily Tynes, Communications
13 Director, American Civil Liberties Union.

14 MS. PENEBAKER: Thank you again, Azuri.

15 In addition to the Board of Directors
16 elections, today we will vote on amendments to the
17 YWCA USA Bylaws required by the New York Nonprofit
18 Revitalization Act of 2013.

19 The New York Nonprofit Revitalization
20 Act of 2013, enacted in December 2013, made
21 substantial changes to the New York not-for-profit
22 corporation law, including, for example, with respect

1 to independent director roles in audit oversight,
2 required procedures to address potential conflicts of
3 interest, and permissible methods for the electronic
4 transmission of governance-related documents. Most
5 of the new requirements of the Nonprofit
6 Revitalization Act go into effect on July 1st, 2014.

7 We have reviewed the new law with the
8 help of our legal counsel, and we were informed that
9 the proposed Bylaws amendments are necessary in order
10 to achieve timely compliance with the new
11 regulations.

12 Without further delay, lets proceed to
13 the Board of Directors elections and Bylaw amendment
14 vote.

15 All voting delegates will vote at this
16 time. If you have not already cast your vote, there
17 are six designated tables to the back of the room
18 where you can cast your vote online. Please make
19 your vote -- your way to the Vote Now tables to cast
20 your vote.

21 And we will have a few moments to give
22 everyone a chance who may not have already done this

1 to make this happen.

2 (Pause.)

3 MS. PENEBAKER: You actually have seven
4 minutes to do this. We are setting a timer.

5 (Laughter.)

6 (Pause.)

7 MS. PENEBAKER: All right. We are going
8 to read the results of the election. The results
9 are:

10 Griselda Aldrete received 90 percent of
11 votes for a four --

12 (Pause.)

13 MS. PENEBAKER: Oh. Okay. Sorry about
14 that.

15 She received 90 percent of the votes for
16 and four percent of votes against. Griselda has been
17 elected to the Board of Directors.

18 Stephanie Cuskley received 90 percent of
19 votes for and five percent of votes against.

20 Stephanie has been elected to the Board of Directors.

21

22 Sylvia Fields received 98 percent of

1 votes for and two percent of votes against. Sylvia
2 has been elected to the Board of Directors.

3 Vicky Free received 97 percent of votes
4 for and three percent of votes against. Vicky has
5 been elected to the Board of Directors.

6 Terri Pensock received 96 percent of
7 votes for and four percent of votes against. Terri
8 has been elected to the Board of Directors.

9 Emily Tynes received 95 percent of votes
10 for and five percent of votes against. Emily has
11 been elected to the Board of Directors.

12 (Applause.)

13 MS. PENEBAKER: In addition, the
14 proposed WYCA USA Bylaws amendments have been
15 approved.

16 Congratulations to the new members of
17 the Board of Directors.

18 We had a question posed about the
19 representation of local associations. With the
20 election of the six new Board members, we will have a
21 total of 22 members, of which eight are connected to
22 local associations either through volunteer service

1 or paid employment. This exceeds our 20 percent
2 requirement by the Bylaws.

3 We are fortunate to have the new
4 leadership as YWCA ambassadors to help us achieve our
5 mission to eliminate racism, empower women and
6 promote peace, justice, freedom and dignity for all.

7 As you know, the YWCA USA National Board
8 Governance Committee is tasked by the Bylaws to
9 recommend annually the slate of officers for the
10 National Board to be voted on by the Board.

11 The Governance Committee has presented
12 its recommended slate of Board Officers to the Board
13 of Directors for the 2014-2015 operating year, which
14 will officially commence upon the close of the 2014
15 YWCA USA Annual Business Meeting today.

16 The Board Officer candidates on the
17 slate for 2014-2015 are as follows.

18 Chair: Paula Pennebaker;

19 Vice Chair: Azuri Gonzales;

20 Secretary: Paula Green Johnson;

21 Treasurer: Janet Marcotte.

22 In addition to selecting Board Officers

1 for the 2014-2015 operating year, for prudent
2 succession planning, the YWCA USA Board has made a
3 decision to select Board members who will transition
4 with the sitting Board Officers and begin serving in
5 their elected Board Officer roles beginning in 2015.

6

7 The Board Officer Elect candidates who
8 will begin serving in June 2015 are:

9 Chair: Marsha Henderson;

10 Vice Chair: Paula Green Johnson;

11 Secretary: Lesley Lopez;

12 Treasurer: Laura Jennings.

13 The Governance Committee will present
14 the results of the election at the Board meeting held
15 today, June 14, 2014.

16 Azuri Gonzales, our Board Vice Chair,
17 will now lead us as we renew our Pledge of Commitment
18 to Eliminate Racism.

19 MS. GONZALEZ: Thank you, Madam Chair.

20 And, Paula, on behalf of the Board,
21 staff, and local association leadership, we would
22 like to extend our thanks to you for your service as

1 our Board Chair.

2 (Applause.)

3 MS. PENEBAKER: Thank you.

4 MS. GONZALEZ: I would now like to
5 invite you to join me as we take the opportunity of
6 our assembly together to renew our pledge to do what
7 we can to eliminate racism in our lives. Copies of
8 the pledge can be found on page 24 of the Annual
9 Business Meeting program book.

10 We should all stand, please.

11 Mindful of the continuing affliction of
12 -- were reading together.

13 Mindful of the continuing affliction of
14 systemic interpersonal and internalized racism,
15 including racial, ethnic, religious, gender, and
16 other forms of bias, prejudice and bigotry in my own
17 life, my family, my circle of friends, my co-workers,
18 and the society in which we live, with conviction and
19 hope I take this pledge, fully aware that the
20 struggle to overcome and eliminate racism will not
21 end with a mere pledge, but calls for an ongoing
22 transformation within myself and society.

1 I pledge to look deeply and continuously
2 in my heart and in my mind to identify all signs and
3 vestiges of racism; to rebuke the use of language and
4 behavior towards others borne of such racism; to root
5 out such racism in my daily life and in my encounters
6 with persons I know and with strangers I do not know;
7 and to expand my consciousness to be more aware and
8 sensitive to my use of overt and subtle expressions
9 of racism and racial stereotypes.

10 I pledge to challenge any expressions of
11 racism and racial stereotypes in my presence, by my
12 family, my children, my friends, my co-workers, and
13 those I encounter; to actively object to the display
14 of visible and invisible racism and the use of racial
15 stereotypes and exclusionary casting and story lines
16 in television shows, movies, music, books, newspaper
17 stories, radio talk shows, and other forms of popular
18 culture, and not to patronize sponsors who underwrite
19 such forms of popular culture or companies known to
20 engage in racial discrimination and the perpetuation
21 of racial stereotypes.

22 I pledge within my means to support

1 candidates for public service who prominently,
2 openly, and enthusiastically promote racial equality
3 in all aspects of human affairs, and to actively
4 support and devote my time to the YWCA, as well as
5 other organizations working to eradicate racism from
6 our society.

7 MS. PENEBAKER: Thanks, Azuri.

8 On behalf of the Board, staff, and local
9 association leadership, among which I belong, we
10 would like to extend our thanks to you for your
11 service as our Board Chair -- What am I doing?

12 (Laughter.)

13 MS. GONZALEZ: Thank you again.

14 MS. PENEBAKER: Im thanking myself.

15 (Laughter.)

16 MS. PENEBAKER: I forgot one of my Board
17 members, whose name is Paula. Oh, my goodness. How
18 can I go on today?

19 (Laughter.)

20 MS. PENEBAKER: If I were younger Id be
21 really embarrassed. But I can always claim my
22 advancing years for my foolish behavior.

1 (Laughter.)

2 MS. PENEBAKER: So with that said, I
3 will ask:

4 Is there any further business to come
5 before the assembly today?

6 (No response.)

7 MS. PENEBAKER: Hearing none, I will
8 declare the 2014 Annual Meeting of the YWCA USA
9 closed in due form.

10 Thank you.

11 (Applause.)

12 (Whereupon, at 11:19 a.m., the 2014
13 Annual Meeting of the YWCA USA was adjourned.)
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