



AYR Chapter Guide

PREFACE

The first edition of this chapter guide was printed in 1957. It was updated in 1965 and again in 1973 when the historical section was shortened and a new section on "Chapter Organization and Program" was added reflecting the 1972 change from using the term secretaries to using directors.

At mid-term in the 1978-1981 Triennium, it was updated to make corrections in the designation of some of the chapter's service areas, add additional information on constructing bylaws, and include the International Association of Retired Directors (IARD) Bylaws.

The 1983 revision included changes in the IARD Bylaws and the addition of two new chapters.

In 1994 the revisions dealt with the re-organization of the Association of Professional Directors (APD/USA) and the recognition and encouragement of chapters to invite all retired YMCA employees to become members.

This handbook was updated again in 1997 with the change in the organization from the unincorporated IARD to the incorporated NAFYR. Legal requirements with the stringent compliance guidelines for maintaining the newly acquired 501(c)3 tax exempt status necessitated an expedited revision.

A new edition was published in 2000 utilizing the prior publications as its primary information source. Much of the prior structure, writings, and data were either used verbatim or paraphrased to complete that revision.

This edition updated the changes that have occurred in the organization over the past few years, the most notable being the change in its name to the Association of YMCA Retirees, Inc. (AYR) in 2009.

The handbook has grown out of the experiences within the chapters and has received input from a number of chapter presidents and past-presidents.

Except for the history and organizational structure of AYR, the readers of this handbook, all of whom have completed a career as competent YMCA employees, may find little "new" or "innovative" in the material presented... however, it is always beneficial to be reminded of successful practices that will help build stronger, more invigorated chapters. Combined and integrated into the ongoing operation of a chapter, the suggestions may enhance the chapter's ability to serve a larger percentage of the YMCA retirees in their service areas.

All who have participated in the writings - both in the past and the present - sincerely hope that the information will be useful and beneficial to chapter presidents and officers as a resource and reference to continually improve their service to the chapter membership.

Thank you for giving of your time, effort, and talents to serve as an officer or committee person of your chapter.

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SECTION I

Chapter Organization, Structure and Recommended Practices

1. CHAPTER ORGANIZATION

THE CHAPTER

Before there was a formal international structure, there were four chapters organized in various parts of the United States.

The obvious desire of long time friends and colleagues to come together is strong. However, there are those who have moved from other states and may not be familiar with the individuals in their new locale. But beyond the power of friendship is the factor of the bond between those who have been engaged for years in the YMCA movement, to which each has been committed.

A significant number of AYR members seldom or never attend a chapter meeting. The reasons vary from being infirm or unable to travel to living too far away or having other interests which consume their time.

All AYR members receive *AYReports* and all are invited to join into the fellowship.

The primary organizational feature of AYR is the formation of chapters.

- The purpose of a chapter is to further person-to-person fellowship within and between the members.
- Each chapter is autonomous in defining its own membership, administering its affairs, and financing its programs.
- Certain guidelines are outlined for chapter operation by the AYR Bylaws and Board of Directors.

CHAPTER MEMBERSHIP

Several factors determine chapter membership. One is geographical scope. Though the area to be included in the constituency of a chapter has been specifically defined by AYR, frequently individuals who travel or move from one area to another may maintain a membership in more than one chapter.

Membership in the organization is open to all retired YMCA employees and their spouses or surviving spouses.

Additionally, an effort should be made to include individuals who were once employed by the YMCA but left to pursue another career, yet still desire to retain a relationship with YMCA friends. Some chapters include spouses and surviving spouses of YMCA volunteers as eligible for membership. While the chapter's bylaws should clearly define its membership eligibility, it is desirable for a chapter to maintain an inclusive mailing list or chapter roster for the sake of furthering a wide fellowship.

2. CHAPTER STRUCTURE

OFFICERS

Normally, the offices of a chapter consist of a president, one or more vice presidents, a secretary and a treasurer (or a combined office of secretary-treasurer), and newsletter editor. In some chapters both the retiree and spouse are elected to the office.

The terms of offices are determined by the chapter. It is recommended that the terms correspond to the AYR terms of office. Some chapters have term limits which assures a wider participation in chapter affairs and the introduction of new ideas.

Cultivating future chapter leaders is an essential ongoing chapter activity.

Generally the responsibilities of the officers as outlined in the chapter's bylaws include:

- **President:** Is responsible for the functioning of the chapter. Presides at all meetings. Appoints committees. Is ex-officio member of all committees. Insures compliance of the chapter to 501(c)3 regulations. By virtue of office, is a member of the AYR General Council, and is the primary link between the AYR Board of Directors and the chapter.
- **Vice President:** Functions vary according to the needs of the chapter. May be responsible for meeting programs, meeting sites and arrangements, and/or special events.
- **Secretary:** Maintains accurate records of all business transacted by the chapter.
- **Treasurer:** Executes and maintains the financial business and records of the chapter.
- **Newsletter Editor:** Secures information and publishes the chapter newsletter according to the schedule and guidelines of the chapter.

COMMITTEES

- **Executive Committee:** The executive committee may be composed of the officers, newsletter editor, immediate past president, and one or more members-at-large elected or appointed by the president. Standing committee chairpersons may also be included

The executive committee (or appropriate committee appointed by the president) should meet annually prior to the beginning of the new program year to plan and schedule the upcoming year's activities.

- **Standing Committees:** Some chapters may wish to appoint standing committees to assist with the program and service efforts of the chapter. Examples would be:
 - **Membership Committee:** Responsible for conducting the annual membership drive and maintaining membership records. May also have the responsibility for recognition of birthdays and anniversaries.
 - **Meeting Hospitality Committee:** Responsible for insuring that all persons attending chapter meetings are made to feel welcome.
 - **World Service and Charitable Projects Committee:** the charitable causes of the chapter, i.e. World Service, *Secours Speciaux*, etc.

Committees (*continued*)

- Emergency Assistance Fund and Special Needs Committee: Identifies and responds to members facing a life crisis or requiring financial assistance. This committee also encompasses responding to members experiencing difficult health and family issues.
- AdHoc Committees or Task Forces: From time to time it may become necessary for the President to form an ad hoc committee or task force to address a certain issue.

MEETINGS

Every chartered chapter is required to hold an annual meeting wherein officers are elected and other major business is conducted.

Apart for this basic requirement, there is a wide variation in the number and length of meetings conducted by chapters. The majority of chapters hold at least two meetings during the year - one in the spring and one in the fall. Some have only one meeting, while others have six or more.

The length of meetings also varies. Where members have relatively short distances to travel, a luncheon meeting of two or three hours featuring fellowship time and a program is the custom. But when many participants have long distances to travel, chapters may prefer a two-day or three-day meeting providing more unhurried fellowship and a more extensive program.

Regardless of the number of days or hours of the meetings, it is important that the business sessions be as short as possible and that the program be of real interest to those attending. Every effort should be made to maintain fellowship as the focal point of the meeting.

PROGRAM

The program of a chapter, broadly speaking, includes all the chapter's projects and activities.

What members look forward to the most is the opportunity to see old friends and have time to enjoy common relationships.

When the meeting is a luncheon, a minimum of a half an hour should be set aside before the meal for informal conversation. During two or three-day meetings much more time can be planned.

While the vast majority of the membership may be married, care must be taken to insure that those who are single feel comfortable and included in the program activities. Participation may be particularly difficult for those who have just lost their spouses, especially if it had been the spouse who had the YMCA career. Program design needs to be sensitive and responsive to this segment of the membership.

Fellowship, enjoyment, inclusion, educational programs focused on the interests of the members, and opportunities to make new friends and renew old friendships are the benchmarks of good program content.

MEETING/PROGRAM TIPS

- Details of the YMCA or AYR happenings may be of interest to members. Chapters should provide occasional brief updates as to what is happening in both of the organizations.
- Program activities must foster member interaction.
- Too much structure can be a detriment to participation as many retirees do not wish to be overly organized.
- A judicious balance should be maintained between the fellowship and content portions of the meeting.
- Spouses need to be warmly welcomed and made to feel part of the group as members.
- Cliques can sometimes hinder the inclusion of new retirees into the chapter.
- Semi-structured "free time" (as opposed to "dead time") such as hospitality rooms, pre-meeting get togethers, and periods set aside for members to intermingle are positive program content additions.
- Recognition of birthdays and anniversaries through announcements at meetings and sending of cards can enhance the feeling of friendship and fellowship.
- Insure that the meetings and program activities encourage the participation of both married and non-married members.
- Multiple meetings provide more opportunities for individuals to participate, help build relationships, maintain interest and enthusiasm, and allow an individual to miss a meeting without feeling detached from the group.
- Some chapters have found a variety of service projects helpful for building and maintaining interest.
- As the backbone of chapter participation is fun and fellowship, perhaps the use of terms such as reunions, gatherings and special events instead of meetings may be desired.

MEMBERSHIP

With the addition of non-exempt employees to the YMCA Retirement Fund and the significant growth of women in the YMCA career path, the makeup of retirees is changing from the traditional membership base. This should be an important factor in future planning.

Vast differences in retirement circumstances can play a significant role in the individual's decision to participate.

The fragmenting of the potential membership base with the inclusion of non-exempt YMCA employees, influence of spouse careers, socio-economic grouping and parallel organizations, generational interests, and the change in the work environment will continue to impact the future membership base and chapter activities.

Chapters need to be aware that there may be a division between the older mission-driven employees with a life-long commitment to a career in a Christian-based organization and the newer "technical expertise" individuals who may view their YMCA employment in different terms.

MEMBERSHIP TIPS

- Work to eliminate the "old people's organization" image. The image of the chapter is projected by its materials and activities planned. Respond to the new retirees' perception of themselves.
- Establish a presence at AYP meetings in the chapter's service area. Most YMCA employees are not aware of AYR.
- Identify and communicate with YMCA employees within the chapter's service who have achieved 30 years of service, and present them with a chapter award for their contributions to the YMCA movement.
- Work to identify and include individuals who left the YMCA prior to retirement and are not "roster-listed," but have retired and desire to become involved.
- Involve new members in the chapter's organization activities and leadership.
- Use the phone... it is a powerful tool.
- Don't forget email... it can offer an informal and inexpensive way to regularly communicate, not only with members but with non-members and YMCA employees nearing retirement.
- Publish a national newsletter and website for chapters and members;
- Insure that spouses of deceased members are encouraged to continue to attend chapter activities
- Continually work on ways to address the transportation issue for those unable to drive.
- Develop a chapter program to seek out and respond to members who are facing a life crisis. If the crisis is a financial need, contact the EAF.
- Clearly emphasize the benefits of joining the chapter in all membership and promotional materials.
- Identify the chapter's primary and secondary target markets for membership and chapter activities and focus programs, meetings and promotional materials on attracting those markets.

FINANCES

Chapters should develop and adopt an annual budget based on recent experience and future meetings and programs planned.

A fiscal year of October 1 to September 30 is required to coincide with the fiscal year of AYR due to federal reporting obligations of the organization.

Typical budget revenue accounts may include:

- Membership contributions and/or dues
- Program revenues
- Luncheon receipts
- Conference/meeting fees
- Special events
- Special projects contributions
- Interest income

Typical budget expense accounts may include:

- Newsletter printing /mailing
- Program expense
- Luncheon expense
- Conference/meeting expense
- Special events expense
- Special projects contributions
- Executive committee meeting expenses
- Telephone
- General Postage
- General Printing
- Membership brochure printing and mailing

NEWSLETTER

Every chartered chapter is required to publish at least one newsletter each year. Most chapters find that a newsletter is the best means of maintaining personal contact and informing members about chapter activities. Some chapters publish as many as six to eight newsletters during the year.

The length of newsletters ranges from a couple of pages to six or eight pages, but all are usually filled with interesting notes about individuals and activities.

In a survey of members, the chapter newsletter was cited as the most important service provided by the chapter. The newsletter plays a significant role in providing a link for the retiree who wishes to remain in touch, yet is unable to attend meetings.

It is suggested that at least one newsletter be sent to all retirees residing within the chapter's service area. Not only does this practice fit within the intent of the chapter's purpose of building fellowship, but is a prudent membership recruitment procedure.

The appearance of the newsletter is important as it presents the image of the chapter. Care must be taken to insure that the image presented is professional yet warm and inviting and emphasizing fellowship and enjoyment of chapter relationships.

The key to issuing a useful newsletter is discovering a person willing to give the time and effort to this valuable service. This is one of the most important positions in the success of the chapter.

Copies of the chapter newsletter should be sent to the members of the AYR Board of Directors. It is also helpful to send the newsletter to the other chapter presidents and newsletter editors.

3. RECOMMENDED MINIMUM PRACTICES FOR CHAPTERS

RELATIONSHIP WITH AYR

AYR is an informal fellowship with a high degree of autonomy within its chapters. Though each chapter establishes its own bylaws and mode of operation, the minimum conditions for the chartering a chapter are:

- Conduct an annual meeting with election of officers to coincide with the terms of the AYR officers.
- Publish and distribute at least one newsletter to all members within the chapter's service area.
- Establish a set of bylaws, with a copy and any subsequent revisions sent to the president of AYR.
- Chapters which include a wide geographic area are encouraged to form Clusters to meet informally between chapter meetings.

AYR is incorporated by the State of Illinois as a 501(c)3 not-for-profit organization exclusively for charitable and educational purposes.

A summary of the Articles of Incorporation stipulates that the organization:

- cannot carry on any activity which would cause it to lose the tax exempt status;
- may receive gifts and contributions for charitable and educational purposes,
- shall be managed by a Board of Directors,
- shall have members,
- cannot distribute assets or inure to the benefit of any of its members, officers, or any other private person, except to pay reasonable compensation for services rendered and to further the stated purpose, and,
- cannot attempt to influence legislation - except as otherwise permitted by the 501(c)3 code - or participate in any political campaign, including the publishing or distribution of statements on behalf of any candidate or campaign.

For the purpose of furthering more intimate fellowship, any cluster or group of members, with the assistance and approval of its chapter, may organize another chapter.

No assessments are required of the chapters, but contributions to special projects may be requested.

The chapter president, by virtue of office, is a member of the AYR General Council.

The President of AYR and the Vice President for the geographical area in which the chapter is located may schedule visits to chapters during their term of office.

AYR MEMBERSHIP FOR CHAPTER MEMBERS

Although chapter members are not required to join AYR (national), it is critical for the unity and effectiveness of the organization that the chapter strongly encourages all chapter members to join thus enabling the chapter and members to enjoy the benefits through the fellowship of AYR membership.

The benefits of being a chapter of AYR include:

- Being able to accept tax deductible contributions;
- Insurance for chapter activities;
- Receiving names and addresses of new retirees;
- Being part of an interconnected nationwide fellowship with all other chapters.

Individual AYR benefits include:

- Receiving the AYR national newsletter, *AYReports*;
- Being eligible for EAF financial assistance should some untoward event occur;
- Participating in AYR Reunions and special projects related to the larger world-wide YMCA fellowship, the World Fellowship of YMCA Retirees (WFYR);
- Staying connected to friends and colleagues, and the YMCA movement.

THE ASSOCIATION OF YMCA PROFESSIONALS (AYP)

By the courtesy of AYP, all YMCA retirees who were AYP members when they retired receive an AYP designation as a life member. Each AYP designee is entitled to full privileges of AYP membership.

Additionally, in 2000, AYP approved the eligibility of AYR members to participate in financial assistance from EAF. Individuals who were not AYP members at the time of their retirement **must be National AYR members** for six months to become eligible.

AYR members are encouraged to subscribe to "*AYP*", the magazine of AYP.

BYLAWS

Each chapter should establish and maintain bylaws to direct the functioning of the chapter and fulfill the conditions of chartering as set forth in the AYR Bylaws.

It is important that all chapters include the following statement in their bylaws: "The _____ chapter is organized as a not-for-profit organization exclusively for charitable and educational purposes within the meaning of 501(c)3 of the Internal Revenue Code of 1986, as now in effect or as may hereafter be amended."

Some of the typical components to be included in bylaws are:

- Name of the chapter.
- Purpose.
- Membership: requirements and terms of participation.
- Officers: titles, duties and term of office.
- Committee structure: Executive committee and standing committees.

BYLAWS (continued)

- Meetings: Annual meeting and additional chapter meetings, types of meetings, locations, etc.
- Nominations and Elections: Nomination and election process, resignation and vacancies.
- Financial policy.
- Newsletter.
- Amendments.

PLANNING

It is incumbent upon the chapter officers to recognize the obligation to assure interesting and beneficial meetings, a quality newsletter and reasonable chapter progress.

It is important to have a meeting of the chapter's executive committee or appropriate committee appointed by the president well in advance of the program year to plan and promote chapter activities.

MEETINGS

An annual meeting wherein officers are elected and/or other major business is conducted is an AYR charter requirement.

Some chapters conduct multiple meetings each program year while others prefer to meet in clusters throughout their area.

MEMBER CONTACTS

Membership is the core of the chapter's viability. Each chapter wants to make it simple and desirable for a retiree to become a member. Growth in chapter membership brings vitality to the group.

The minimum requirement for chartering as an AYR chapter is the publishing and mailing of one newsletter per year.

It is suggested that the chapter develop an additional plan such as a telephone tree, e-mail and/or area visitation groups to keep in touch with those members who, because of illness or other reasons cannot attend chapter events.

It may be desirable for a chapter to maintain an inclusive mailing list and retain persons who have not joined or maintained an active relationship for the sake of furthering a wide fellowship.

FINANCES

A financial report of the chapter's fiscal status is part of the AYR reporting requirement. The AYR fiscal year is from October 1 to September 30. The chapter's sources of revenue should provide sufficient funds to carry out the activities of the chapter.

HISTORY

Each chapter is strongly encouraged to maintain a brief history of its origin, development and growth. A suggestion is to appoint a chapter historian.

Chapters that bear the name of an individual should periodically provide the chapter's membership with information regarding that person's significance to the YMCA movement.

LARGER FELLOWSHIP

The chapter is part of a larger fellowship which extends beyond the national boundaries of the United States. In being so, it has a responsibility to participate in the programs and special projects related to that world-wide fellowship. Some of the ways that can be achieved:

- Regularly sending news and chapter information to the AYR newsletter editor;
- Assisting to fund projects such as EAF, YMCA World Service, and *Secours Speciaux*/Staff Security;
- Informing members of the benefits of AYR membership and encouraging them to join;
- Promoting participation by chapter members in AYR Reunions;
- Maintaining a local tie with AYP;
- Being on alert to assist individuals in need through EAF;
- Being sensitive to the needs and programs of the World Fellowship of YMCA Retirees (WFYR).

POINTS FOR SUCCESS

- Committed core of leaders.
- Expanded leadership base.
- Programs that emphasize fellowship, fun, inclusion, and education.
- Multiple meetings planned on an annual basis by the Executive Committee or other appointed committee.
- Multiple newsletters,
- Maintain an upbeat image in all communications,
- Use the phone and e-mail

IMPORTANT DOCUMENTS TO BE MAINTAINED

In order for the chapter to operate at its highest level and to meet the criteria set forth by the AYR Articles of Incorporation, Bylaws, policies and guidelines, and the regulations of the Internal Revenue Service, it may be beneficial that each chapter maintain copies of:

- Articles of Incorporation of the Association of YMCA Retirees of the United States, (AYR), incorporated under the laws of the State of Illinois, November 3, 1995.
- Bylaws of the Association of YMCA Retirees of the United States, Inc.
- General AYR Policies and Guidelines:
 - Financial Guidelines for AYR
 - Nominating Process for AYR Officers
 - General Council Expense Reimbursement Guidelines

4. RATING YOUR CHAPTER

Most chapters have weak areas and strong areas. The following exercise collectively considers nine basic factors that are important to the successful functioning of a chapter. For the exercise to be meaningful, you have to put your feelings aside and take a frank look at how your chapter operates.

In small groups, carefully review each of the factors and determine where your chapter rates. During the report out, each group should discuss the rationale for each rating. The total group will then work to come to a consensus rating. The next step is to work to strengthen the weaker areas.

Rate each of the factors from "10" (being excellent) to "1" (being non-existent). At the conclusion, total the points to give a final score.

1. Chapter bylaws are up-to-date and in concert with AYR guidelines.
Score _____
 2. Annual meeting is held to elect officers and officer terms are in concert with AYR terms.
Score _____
 3. Multiple meetings and activities are planned on an annual basis.
Score _____
 4. Leadership development is an ongoing part of the chapter's activities.
Score _____
 5. Fellowship, enjoyment, inclusion, educational programs, and opportunities to make new friends and renew old friendships are program benchmarks.
Score _____
 6. Chapter maintains a brief history of its origin, development and ongoing growth.
Score _____
 7. Programs encourage participation of spouses, single individuals, and spouses of retirees who have recently passed away.
Score _____
 8. Multiple newsletters are published and at least one is mailed to all YMCA retirees living with the chapter's service area.
Score _____
 9. Chapter fiscal year is from October 1 to September 30.
Score _____
 10. Chapter is financially supportive of EAF and has a process to identify and respond to members facing a life crisis or requiring financial assistance.
Score _____
 11. Chapter members are members of AYR.
Score _____
 12. Chapter supports charitable projects of the YMCA, AYR and other charitable and educational organizations.
Score _____
 13. YMCA World Service is a charitable project of the chapter.
Score _____
 14. Chapter has a succession plan for key leadership positions.
Score _____
- Total Points** _____

Go back and circle those factors that were scored the lowest and give special thought as to how they could be improved. Your chapter may want to do this exercise annually to compare scores from year to year.

SECTION II

A Brief History of the Development, Leadership, Constitutional Changes, Conferences, Special Projects and Awards

1. Association of YMCA Retirees

PURPOSE

The Purpose of the Association of YMCA Retirees is to offer opportunities for YMCA Retirees to experience educational, social and charitable activities or events and use its resources to:

- Foster a spirit of fellowship and mutual helpfulness among members;
- Strengthen and unite local chapters and its members;
- Publish a national newsletter and website for chapters and member;
- Align members' interests, skills and resources in support of charitable and educational programs and projects of the YMCA movement, AYP and other charities.

MISSION STATEMENT

The mission of the Association of YMCA Retirees is to enable members to promote a nurturing, worldwide Christian fellowship that provides educational, social and charitable opportunities.

2. History

DEVELOPMENT

The International Association of Retired Secretaries (IARS) came into being in 1936 with the adoption of a constitution. However, two additional events occurred prior to that date. In 1922, several retired individuals of the International Committee of the YMCA met to form a fellowship named the "Veterans International Secretarial Fellowship," and, in 1928, the first chapter (the Henry J. McCoy Chapter) was formed.

The Employed Officers Alliance, led by its secretary, E.M. Willis, was the primary sponsoring body instrumental in urging retirees in the larger cities to form chapters. Four chapters were formed as the results of its efforts.

In 1930, Willis began a modest mimeographed news sheet called the "Old Guard News" (OGN) to be included in the assessment notices of the alliance. After Willis' death in 1934, the OGN became a regular enclosure in the YMCA Retirement Fund mailings.

Development (continued)

During a special meeting in Chicago in 1934, Frank H. Burt, former president of George Williams College, presented a paper stressing five primary needs for an effective fellowship of retirees:

- Inspirational news bulletins;
- District promotion;
- Cooperative service;
- Local initiative and operation.

In 1936, at the General Conference of Secretaries at Silver Bay, the retired group adopted a constitution of "The International Association of Retired Secretaries of the YMCA." It was recognized as a section of the newly reorganized Association of Secretaries (AOS).

The next major organizational development was the adoption of a new constitution in 1972. The change in the professional title from secretaries to directors resulted in the reorganization and name change (except in Canada) of the AOS to the Association of Professional Directors of YMCAs in the United States (APD), and the alteration of the name of the retired group to The International Association of Retired Directors of the Young Men's Christian Association of the United States and Canada (IARD).

Through the courtesy of the APD, all YMCA employees who were members of APD upon retirement were designated to receive a lifetime membership in APD. The president of IARD was appointed to serve as a member of the APD Board of Directors.

The first IARD conference to be held in Canada was in 1994 and was the first such conference held at a different time and place from the APD conference.

The North American Fellowship of YMCA Retirees, Inc. (NAFYR) was formed in 1995 at the General Council meeting held in conjunction with the APD conference in Nashville, TN. Incorporation and eventual approval as a 501(c)3 organization brought advantages and additional responsibilities to the officers and chapters.

There were no annual dues to belong to NAFYR. A letter was sent each year to retirees for voluntary contributions to defray the costs of the OGN and pay the administrative expenses related to the successful operation of the organization.

During 2007, the Copeland-Budge Chapter serving Canada decided to depart from NAFYR and become a separate organization.

A number of significant changes occurred during 2007. Due to a number of circumstances, the organization adopted a dues structure. "Membership" was defined. An agreement was made with AYP to execute membership dues billing and maintain the membership records in a computerized form.

The newsletter editing and publishing function was assumed by an outside firm and the name changed from *Old Guard News* to *AYReports*.

The name of the organization was changed to the Association of YMCA Retirees of the United States, Inc. (AYR)

LEADERSHIP

Until the 1975-1978 triennium, the chief responsibility for setting the agenda for the organization resided in the office of the president. In 1975, President Paul Limbert initiated the practice of holding an annual two-day meeting of the Executive Committee specifically for planning and evaluating the organization.

Currently, leadership is administered through a Board of Directors and officers elected by a General Council.

BYLAW CHANGES

Apparently, the first revision of the original Bylaws adopted in 1936 took place in 1972. The next revision in 1978 made substantive changes that:

- Recognized that chapters have their own bylaws;
- Recommended that chapters promote clusters;
- Designated the editor of the OGN as a voting member of the Executive Committee;
- Added the president of the Retirement Fund and the executive of the Employed Alliance as members of the Executive Committee. (note: Since the termination of the Employed Officers Alliance, the present president of the Retirement Fund has served as a consulting member)

Minor revisions were made in 1980 including the clarification of chapters defining their own membership requirements.

Additional revisions were made in 1982 to simplify the procedure for nominations and elections of officers and, in 1988, to bring a closer relationship between the retired directors of the United States and Canada.

Major changes were made in 1994 at the Triennial meeting in Canada. IARD became a member of the newly organized World Fellowship of YMCA Retirees (WFYR). Action was necessary to incorporate IARD in 1995, which led to a completely new constitution, bylaws, and name: North American Fellowship of YMCA Retirees, Inc. (NAFYR).

The NAFYR Bylaws allowed the organization to be eligible for 501(c)3 status, provided for affiliation with the WFYR, extended NAFYR membership to all former YMCA employees, and retained the triennial term for meetings and major conferences, even though APD changed to biennial conferences.

The Bylaws were revised in 1999 to split the Secretary-Treasurer into two separate roles, effective in 2000. Additionally, the term of officers was changes from three years to two years effective in 2003. and the Executive Committee was eliminated and merged into the new established Board of Directors.

Several significant changes in the Bylaws occurred during the next few years including officers being elected by the General Council and culminating in 2009 with the name change to Association of YMCA Retirees in the United States, Inc.

Bylaw Changes (continued)

Additionally, for the first time, the Bylaws defined a member as "individuals who support the mission of the organization and are former YMCA employees; Spouses of former YMCA employees; or surviving Spouses of former YMCA employees whose basic dues are paid." Additionally the CEO's of Y-USA and AYP, appointed vice president for membership, an assistant treasurer and a member-at-large were added as board members.

MEETINGS and CONFERENCES

Until 1975, the triennial meeting of the IARD membership consisted of an extended luncheon session of retirees who were in attendance at the IARD Triennial Conference.

In 1975, the IARD Triennial Conference was extended into a two-day event and held in conjunction with the five day APD Triennial Conference.

The 1975 conference was so successful that the pattern was repeated and extended to a three-day event in 1978. IARD continued to conduct its future conferences in conjunction with the APD triennial conferences.

However, in 1991, APD changed its conference to a biennial schedule. IARD voted to continue its triennial conference.

In 1993, the IARD officers used the APD conference to hold a meeting of the IARD General Council and fellowship luncheon for members present at the conference.

The 1994 IARD Triennial Conference was conducted at the YMCA Geneva Park Conference Center in Geneva Park, Canada, and was the first to be held outside of the United States. It recorded a record attendance of more than 300 participants.

In October of 1995, the Executive Committee and General Council met in Nashville, Tennessee, to officially dissolve IARD and in its place approve the legal incorporation of NAFYR.

The 1997 NAFYR Triennial Reunion (instead of "Conference") was conducted at Blue Ridge Assembly, Black Mountain, North Carolina, with 467 registered to make it the largest gathering of YMCA retirees in history.

The 2000 NAFYR Triennial Reunion was held in Estes Park, Colorado, surpassing the Blue Ridge Assembly Reunion with over 500 registrations.

"Fellowship at Sea -- 2003" NAFYR Reunion was an Eastern Caribbean Cruise exceeding 530 individuals participating in the event.

The Bylaw revisions enacted by the Executive Committee in 1999 changed the meetings of the membership to a biennial schedule after 2003. However, in 2007, the three-year schedule was reinstated beginning with the 2011-2014 triennial.

Meetings and Conferences (continued)

Bloomington, Minnesota held the 2005 "An Urban Renewal of Friendships" NAFYR Reunion, and the "Harbor to Harbour" NAFYR Reunion Cruise departing from Boston and ending in Montreal was the setting for the 2008 event.

"Renewing the Spirit" is the theme for the 2011 National AYR Reunion to be held in San Diego, California.

3. Special Projects

From the AYR Bylaws, the Purpose of AYR is to offer opportunities for YMCA Retirees to experience educational, social and charitable activities or events and to use its resources to:

- Foster a spirit of fellowship and mutual helpfulness among members;
- Strengthen and unite local chapters and its members;
- Publish a national newsletter and website for chapters and members;
- Align member interests, skills and resources in support of charitable and educational programs and projects of the YMCA movement, AYP and other charities.

Most recently these projects have included:

- Emergency Assistance Fund (EAF): An annual campaign for emergency grants to AYP/AYR members and their spouses;
- Secours Speciaux/Staff Security Fund: A YMCA World Alliance annual campaign for disadvantaged former YMCA employees in other parts of the world;
- YMCA/USA World Service: An annual campaign to support international YMCA projects;
- Senior Service Corps Transportation Fund: To provide travel funds to assist retired YMCA employees with special skills who volunteer in response to requests from abroad;
- Sioux Indian YMCA: Support of programs of the General Convention of Sioux YMCAs in Dupree, South Dakota;
- International Relations: Includes contributing funds to assist delegates coming from developing countries with travel costs to WFYR and AYR meetings.

Fostering a spirit of fellowship and mutual helpfulness is found most completely in the chapters. Many chapters provide memorial gift funds or remembrance funds to which their members support AYR and chapter projects.

4. Communications

THE AYR NEWSLETTER - *AYReports*

Over the years, the newsletter has waved many banners. Today, we know it as *AYReports*. In recent years it has been known as the *Old Guard News* and *OGN*.

AYReports is currently published by AYR as a benefit of AYR membership. Its mission is to serve as a voice of the organization and to play a stimulating role by providing a bond of fellowship and relationship in a movement spread widely over the United States.

With the approval of the Board of Directors, the editor of *AYReports* is appointed by the AYR president. The editor is contracted and all expenses incurred in connection with the publication are reimbursed.

AYReports accomplishes its mission by reporting news about AYR members, the national organization (AYR) and its chapters, committees, etc., occasional items about the YMCA movement, and other articles of common interest. No articles of commercial nature or paid advertisements are accepted.

AYReports is also sent to spouses of deceased AYR members. Subscriptions from other persons will be accepted upon payment of the current fee.

Since 1934, the YMCA Retirement Fund has financially supported the distribution of the newsletter. This courtesy is gratefully acknowledged and appreciated.

THE AYR WEBSITE and ELECTRONIC COMMUNICATIONS

In 2006, during the Springfield, IL Regional Reunion, the AYR Board and General Council unanimously endorsed the creation of a website for AYR news and information. Every Chapter contributed toward the initial dollars to launch this communication tool.

The website domain name is yretiree.org (www.yretiree.org). This site has evolved and grown during the past 5 years. It is the most immediate and timely resource for retirees and prospective members. It allows photos, approved logos, and copy for all chapters to print and include in their newsletters. National and Chapter Publications plus National and Chapter leadership contact information is available.

Future enhancements will provide for the electronic distribution of ***AYReports***, secure on line membership transactions and EAF payments. Additionally, passwords may be added to provide member only access to pages that could include retirees names, addresses and email addresses.

In addition, we now have an AYR page on **Facebook**. Just search for **AYR** or **Association of YMCA Retirees**, and click **LIKE**. This enables us and members to provide news bulletins, events, photos and alerts to our **Facebook** friends.

5. F. William Stahl Award

F. William "Bill" Stahl was one of the most widely-known and highly respected YMCA persons of his time. He served in local YMCAs in Pittsburgh, Atlantic City, and Baltimore and was a member of the Central Atlantic Area staff.

Stahl served as editor of the *Forum* (forerunner of *Perspective* magazine), *General Secretaries News*, *Business Administration Magazine*, and *Old Guard News*.

He was known as a skilled administrator, excellent public relations person, prolific writer, and used his talents beyond his field of service to embrace and support the YMCA movement.

The F. William Stahl Award was established in 1975 by the IARD Executive Committee after Stahl's death in 1974. First presented in 1975 as a triennial award, the presentation of the F. William Stahl Award over the years as circumstances have changed related to meeting schedules and organizational leadership.

The first two awards were presented to individuals still actively employed with the YMCA. Beginning in 1979, only retirees were eligible to receive the award. From 1991 through 1995 an F. William Stahl Citation was awarded to individuals in active service.

Nominees must be living, and active members of an AYR Chapter. They must have made a significant contribution toward the advancement of professional knowledge and skills in areas of communications (the area of Stahl's greatest contributions), creative materials, public relations, management and research.

Stahl was known for his writing skills, and for that reason, the Award Committee has always given high priority in its selection to those who have published their ideas in some sort of magazine, newspaper, book, research paper, dissertation, etc.

Individuals may be nominated for the F. William Stahl Award by AYR members, either individually or by their chapters. Notification of the opening of nominations appears in *AYReports* and is announced at chapter meetings.

6. Financial Guidelines Summary

The funds currently maintained by AYR include general operating, conference and special projects. All contributions are credited to the fund designated by the donor.

A balance of approximately one year's budget is kept in the general operating fund

Expenses of the president's and vice president's visit to each chapter are, to the extent possible, a shared responsibility. AYR pays for the travel to and from the chapter, and the host chapter is requested to provide the local travel, lodging and meals for the period of the stay.

SECTION III

APPENDIX

PRESIDENTS

1936	Charles W. Dietrich	1978	J. Robert Knight
1939	Ralph L. Cheney	1981	Howard H. Kusterman
1942	Henry D. Dickson	1984	August O. Becker
1945	Blake A. Hoover	1987	Harold Gibbs
1948	J. A. Van Dis	1991	Donald L. Sherman
1951	John W. Pontius	1994	Frank M. Washburn
1954	Wayne Hanson	1997	Ted W. Hawkins
1957	Clifford W. Petitt	2000	Stewart A. Brown
1960	Clifford W. Petitt	2003	James M. Lipscomb
1963	Clifford W. Petitt	2005	Henry A. Bagelmann, Jr.
1966	Clifford W. Petitt	2007	Robert A. Rule
1969	Paul M. Limbert	2009	Julius Jones, Jr.
1972	Paul M. Limbert	2011	Leonard Wilson
1975	Paul M. Limbert		

VICE PRESIDENTS

- 1936 H. Parker Lansdale
- 1939 William H. Hall
- 1942 Martin I. Foss
- 1945 Arn S. Allen
- 1948 Harry Ballantyne
- 1951 Wayne Hanson, Herman A. Stotz, Herman H. Horn
- 1954 R.P. Kaighn, Ethan T. Colton, Charles K. Calhoun
- 1957 T. A. Dimmock, A. B. Nicholls, Wesley Rennie, John Nelson,
Thomas Pearman, E. Stanton Turner
- 1960 Gren O. Pierrel, Frank A. Hathaway, Urban Williams, R.L. Dickinson,
Harley Fowle, T. A. Dimmock
- 1963 T. A. Dimmock, Robert R. Vernon, Glen O. Pierrel, R. L. Dickinson,
John R. McCurdy, Samuel F. Bumpus
- 1966 T.A. Dimmock, Robert R. Vernon, Gren O. Pierrel, R.L. Dickinson,
John R. McCurdy, Samuel F. Bumpus
- 1969 Charles Shellenberger, Myles Dewar, Leslie J. Tompkins
- 1972 George Bottomley, Charles U. Shellenberger, Charles D. Forsyth
- 1975 George Bottomley, J. Robert Knight, J Edward Shortt
- 1978 Arthur E. Brubaker, Harper Glezen, John J. Halcrow
- 1981 Arthur E. Brubaker, '81-'82 Georgia P. Ellsworth, Robert C. Rae ,
'83-'84: Meredith Mathews, Donald L. McGregor
- 1984 Donald L. McGregor, Allan G. Robertson, Herbert B. Rogers.
- 1987 Lloyd E. Moore, Jr., Murray B. Shantz, William D. Stuber
- 1991 William A. McAllister, John O. Pollock, Waldo C. Toevs
- 1994 Emil "Duke" Faubert, Gordon Ramsay, Dale E. Ventres
- 1997 Russell E. Davey, George H. Seiffert, Dale E. Ventres, Jake Smythe
- 2000 Russell E. Davey, Ivan Eaton, James Lipscomb, Phil Wortman
- 2003 Robert Golay, Jack Pearse, Phil Wortman
- 2005 Betty Olson, Douglas McNeel, Jack Pearse
- 2007 Edwin Glass, Walt Price
- 2009 William Cameron, Bea Halk, Betsy Jacobs
- 2011 Ralph Christian, David Bast, Jack Tillman

SECRETARY - TREASURERS

1936	Walter C. Paige
1939	Henry Israel
1942	E. F. Denison
1945	E. Clark Worman
1948	Wellington M. Logan
1951	A. Leslie Mould
1954	Arthur M. Guttery
1957	Ralph S. McKee
1960	John L. Nelson, A. Jarman
1963	Claude E. Levers
1966	Claude E. Peel (died '68)
1969	John E. Peel
1972	John E. Peel (died '75)
1975	Melbourne Johnson
1975	Frank M. Shelton
1978	Frank M. Shelton
1981	George C. Gay
1984	George C. Gay
1987	Roy E. Smail
1991	Dottie Eley
1994	Dottie Eley
1997	Dottie Eley

TREASURERS

2000 Dottie Eley

2009 Rich Hill
2011 Ken White

SECRETARIES

2000 Jack Cole
2003 Mike Andrassy
2007 Jane Kirk
2011 Vickie Hennessey

EDITORS

(Old Guard News/OGN/AYReports)

1936 - 1942 Walter C. Paige
1943 - 1946 Wayne Hanson
1947 - 1950 Fred B. Freeman
1951 - 1956 Frank V. Slack
1956 - 1960 Frank B. Lenz
1961 - 1966 Lawrence K. Hall
1967 - 1974 F. William Stahl
1974 - 1984 August O. Becker
1984 - 1990 Lloyd E. Rees
1990 - 1996 Eugene A. Turner, Jr.
1996 - 2005 Robert A. Rule
2005 - 2009 Bill Moss
2009 - Craig Altschul

F. WILLIAM STAHL AWARD HONOREES

1975	Ronald Kinnamon (<i>Active</i>)	2000	H. Parker Lansdale
1978	Robert A. Rule (<i>Active</i>)	2001	Andrew "Andy" Brethauer
1979	Paul M. Limbert	2002	Henry A. "Hank" Bagelmann
1982	August O. Becker	2003	Gerald R. "Gerry" Morse
1985	Max Clowers	2004	Richard A. "Dick" Ortmeyer
1989	J. Robert Knight	2005	Frank C. Kiehne
1991	Lee Wilson	2006	Peter S. "Pete" Gabel
1993	Robert W. Harlan	2007	William E. "Bill" Cameron, Jr.
1994	Alan Pickering	2008	Donald L. Zerwer
1997	Eugene A. Turner, Jr.	2009	Thomas B. Hargrave
1998	John O'Melia	2011	Norris Lineweaver
1999	John R. Fisher		

F. William Stahl Citation Recipients

1991	Neil Nicoll
1992	Robert Hoffman
1993	Kenneth McLaughlin
1993	Donald Eve
1994	Carla Vossler
1995	Lori Fuller

APD/IARD/NAFYR/AYR Conferences/Meetings/Reunions

- 1978 Washington, DC
- 1981 *(Not held due to the YMCA General Assembly)*
- 1982 San Antonio, TX
- 1985 Orlando, FL
- 1988 *(Broken by the YMCA General Assembly)*
- 1989 San Francisco, CA
- 1991 APD Conference and IARD Conference, Orlando, FL
- 1992 YMCA General Assembly, Anaheim, CA
- 1993 APD Conference/IARD General Council Meeting, Albuquerque, NM
- 1994 IARD Conference, Geneva Park YMCA Conference Center, Ontario, Canada
- 1995 APD Conference/IARD-NAFYR General Council Meeting, Nashville, TN
- 1997 NAFYR Reunion, YMCA Blue Ridge Assembly, Black Mountain, NC
- 2000 NAFYR Reunion 2000, YMCA of the Rockies, Estes Park, CO
- 2003 NAFYR Reunion Cruise, Western Caribbean
- 2005 NAFYR Midwest Reunion, Bloomington, MN
- 2008 NAFYR Reunion Cruise, New England, Canada
- 2011 AYR Reunion, San Diego, CA

FOUNDING OF CHAPTERS AND SERVICE AREAS

- 1928 **Henry J. McCoy Chapter**
Northern California south to a line from Carmel going east to the State line; all of Nevada
(*except for Las Vegas and the southern tip of the state*).
- 1930 **McBurney-Morse Chapter**
Northern New Jersey; New York City; Long Island; Lower Hudson County; Fairfield
County in Connecticut.
- 1930 **New England Chapter** (*formerly the George W. Mahaffy Chapter*)
New England States
- 1931 **L. Wilbur Messer Chapter**
Illinois
- 1936 **C.B. Willis Chapter** (*the Ben W. Barber merged in 1970*)
Florida (*except for the panhandle*)
- 1938 **D. Willard Lyon Chapter**
Southern California (*except for the Marston Chapter*); Southern tip of Nevada; Las Vegas
- 1939 **Hoosier-Buell Chapter** (*formed in 1999 merger of the Lincoln E. Buell Chapter
begun in 1939 and the Hoosier Chapter begun in 1959*)
Indiana; Michigan; including the Upper Peninsula
- 1940 **Allen-Stone Chapter** (*merged with Hawaii Chapter in 2009*)
Alaska; Hawaii; Idaho; Montana; Oregon; Washington
- 1953 **W.D. Weatherford Chapter** (*Three-way merger between Fletcher S. Brockman
Chapter, Blake W. Godfrey Chapter and the Weatherford Chapter*)
Alabama; Florida (*west of Tallahassee*); Georgia; Kentucky; Louisiana; Mississippi;
North Carolina; South Carolina; Tennessee
- 1960 **Central Atlantic Chapter** (*formerly Delaware Valley Chapter*)
Delaware; District of Columbia; Eastern Pennsylvania; Maryland; Southern New Jersey
- 1961 **George W. Marston Chapter**
Southern California, south of Santa Ana; South to the Mexican Border

- 1961 **Ralph W. Harbinson Chapter**
Western Pennsylvania
- 1963 **William S. Chambers Chapter**
Ohio; West Virginia
- 1970 **Upper Midwest Chapter**
Minnesota; North Dakota; South Dakota
- 1971 **James Lee Ellenwood Chapter**
Central, Northeast & Western New York
- 1973 **Sam Schreiner Chapter** (*formerly Southwest Chapter*)
Arkansas (except for small northern tip); western Louisiana; southeast corner of New Mexico; Oklahoma; Texas
- 1976 **Greater Ozark Chapter**
Northern Arkansas; Kansas (east of Wichita); Missouri
- 1977 **John R. Mott Chapter**
Iowa; eastern Nebraska (from US Hwy 81)
- 1982 **Earl W. Brandenburg Chapter**
Wisconsin
- 1987 **Grand Canyon Chapter** (*Robert Weidensall Chapter merged in 2009*)
Arizona; Colorado; Kansas (except east of Wichita); Nebraska (except east of US Hwy 81); New Mexico; Mexico; Utah; Wyoming

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for the revised map of the United States
identifying AYR Chapter locations