RMHC Chattanooga Board Retreat Minutes
August 25, 2026

Theme: *Focused Execution. Measurable Impact. Sustainable Growth.*

Attendance: Melanie Farrell, Debbie Spielman, Ashley Robins Johnson, Tim Vita, Brock Oliver, Kella Rivers, Diane Hoilman, Betsy Conroy, Laura Hill, Allen Bible, Jabari Daughtry, Merritt Adams, Karen Jolley, Tripp Stephens, Chris George, John Critchfield, Theresa Critchfield, Christie Burbank

Staff: Mike Brown, Farin Cloyd, Tiffany Commons

4:30 – 5:10 PM
Family Room Tour @ Erlanger (Meet at RMHC) – *LaToya Walters*
- Current impact and utilization

5:15 – 5:35 PM
- **Dinner & Fellowship**

5:35 – 5:45 PM
- **Welcome & Introductions** – *Melanie Farrell, Board Chair*
  Opening remarks

5:45 – 5:50 PM
- **Mission Moment** – *RMHC Family*
  Family testimonial

5:50 – 6:35 PM
Governance, Committee Assignments – *Melanie Farrell*
Board roles and responsibilities
- The 'Engaging in Governance' PowerPoint is posted on the board website for your review
- Previously, we had a large board that was used to handle daily RMHC operations alongside staff. Since Mike joined, we have transitioned the board to be a thought partner for the President/CEO, providing support, oversight and guidance.
- Primary Board Roles: Set Direction, Provide Oversight, Ensure Resources.
    - Easy ways to be a good board member:
        - Share your activities with friends and coworkers
        - Support through business with donors by doing business with vendors who care about our mission.

- Support through participating in RMHC Events such as the Golf Classic, Run4Kids and WWS
- Social Media Engagement
- Host or Attend Jeffersonian Dinners and Events
- Volunteer with Friends, Family or Coworkers

6:35 – 7:15 PM
Strategic Plan (Laser Focused) Revised – *Mike Brown*

- Big Hairy Audacious Goals (BHAGS):
  - Family Centered Care
  - Global Rebranding
  - Insurance Reimbursement
  - Partnership 2.0
  - IT Systems Upgrade

Discussion:
Mike proposed that Goal 2 – Community Partnerships, and Goal 6 – Staff Development be taken "off the board's radar" regarding the strategic plan. The idea is that we have met and surpassed those original goals and metrics, so the board's focus would be better directed at the other 4 goals. The group agrees that Community Partnerships as a goal should be expanded or redefined in the next phase of strategic planning revisions as it currently focuses mainly on our McDonald's O/O relationships and volunteerism. The current strategic plan 'expires' in December 2027.

Goal 1: Brand Awareness
Objective is to strengthen RMHC's visibility and recognition across the community through re-education

- Digital Presence & Engagement
- Brand & Storytelling

Betsy suggests Izabelle come to present on tracking engagement points as well as the global rebranding rollout. That will be arranged for a future board meeting.

Goal 3: Capital Investments - Building for the Future
The objective is to ensure that RMHC's infrastructure supports future growth, enhances the family experience, and protects the long-term sustainability of the House through a comprehensive guest room modernization initiative and capital improvement strategy

- Comprehensive Guest Room Renovation (24-36 Months)
  - "28 Rooms, 28 Opportunities to Make A Difference"
  - Campaign Target: Approx. $1.0-1.4 Million
- Facility Maintenance and Asset Stewardship

There was discussion about introducing a general contractor for this project to streamline/expedite the renovation process. Room 108 took approx. 2 months total to complete, but we are using vendors with strong working relationships with RMHC who are providing hefty discounts. Discussion will continue.

Question for further discussion at a later board meeting: What opportunities exist for upgrades and expansion? Front entryway, reoccurring operational costs for all rooms, green spaces, etc.

Goal 4: Financial Development - Strengthening Financial Sustainability

- Major Donor Engagement (Thank You Tours)
- Jeffersonian Event Optimization
- Signature Fundraising Campaigns
    - Debbie wonders if WWS could be tied to a specific capital campaign or need instead of just general operating expenses?
- Annual Giving & Direct Mail Response Strategy
- Revenue Sustainability Strategy
- $1000+ Donor Growth Strategy

There was a question about what our main sources of income are. We track 4 major 'buckets' that cover most of our revenue: General Gifts, Fundraising Revenue, HOPE Campaign, and McDonald's Operators/Grants. Fundraising revenue includes our 5 main events as well as direct mailings.

Goal 5: Program Growth & Expansion - Expanding Our Reach
Objective is to deepen, expand and scale mission delivery

- In-House Wellness Navigation
- House to Home Program –Bradley County
- Identify a second site (Dayton/Dalton)
- Family Room

Final Thoughts: We care for families so they can care for theirs.

7:15-7:30 PM

- **Closing Discussion** w/ **Committee Chairs -** *Melanie Farrell*

Adjourned at 7:30 PM

<u>Upcoming Events</u>
September 1st – HOPE Campaign Kick-Off Luncheon – *RSVP Required*
September 19th – Run4Kids
September 22nd – RMHC Board Meeting
October 19th – Golf Classic