



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

**Auburn YMCA-WEIU
BOARD OF DIRECTORS
Regular Board Meeting Agenda
May 21, 2024 -5pm
Location – LNB Community Rm (Grant Ave)**

- I. Call to Order:** Robert Scarbrough
- II. Mission Moment** Kim Cuipylo
- III. Consent Agenda:** Robert Scarbrough
 - A. Acknowledgement of any conflict of interest
 - B. Approval of the April 16, 2024 Board Meeting Minutes
 - C. Approval of Committee Minutes
- IV. Finance Report:** Anne Marie Smith/Michael Barrigar
 - A. Financial Report
 - B. Resolution - Tompkins Line of Credit
 - C. 990 Report
- V. Board Chair Report:** Robert Scarbrough
 - A. Y-USA Certification Letter
 - B. Gro Agreement resolution
 - C. Management Agreement
 - D. CEO Search Committee Chair
- VI. Branch Report:**
 - A. CEO Report – Cheryl Pusztai
 - B. Branch Updates – Amy Wallner
- VII. Board Governance** Robert Scarbrough
 - A. Approval of board nominations
 - a. Charlie Wallace
 - b. Doug Tomandl
 - c. Chris Maher
 - d. Chris Courtney
- VIII. Gro Presentation**
- IX. Executive Session** Robert Scarbrough
- X. Adjournment**

**NEXT MEETING: June 18, 2024
Location – Camp Y-Owasso**

YMCA-WEIU
Board of Directors Meeting Minutes
Date: May 21, 2024 @ 5 pm

This meeting was at Currier Plastics 101 Columbus Street Auburn, NY 13021

Present	Staff Present
Dan Walter Claire Petrosino Ray McKee Chris White Kelley Gridley Anne Marie Smith Maggie Janish Bob Scarbrough Marie Nellenback: Zoom Christina Selvek David Tehan	Cheryl Pusztai- YMCA of CNY Amy Wallner Denise Guzewicz Audra Jakaub
Excused	Documents distributed by email
Michael Barrigar Ryan Donohue Will Page Josh Royce Lucas Ferrin - Attempted zoom multiple times there was an issue with internet connections for a few individuals on this evening.	1. Agenda for May 2024 2. April Board Minutes 3. Finance package 4. Governance committee minutes 5. Building and Risk committee minutes 6. Audit documents 7. New member bio 8. Strategic Plan 9. Gro Resolution 10. CEO search resolution

Call to order at 5:07 pm by Bob Scarbrough

Item	Decision & Action Required
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<p>Introductions:</p> <p>Bob Scarbrough called the meeting to order and began by acknowledging new members and attendees and suggested everyone introduce themselves.</p> <p>Mission Moment: Audra Jakaub Audra Jakaub School Aged Childcare Director shared success stories. One young man was able to continue attending Y program due to receiving a scholarship. His father is incarcerated, and mom could no longer afford costs as a single mom with only one income. This scholarship allowed him to continue attending the program, keep friendships, and to maintain some sort of normalcy during this difficult time. has autism and older brother left for college so there was no one to watch him after school. We provided a scholarship for that too, so he has a safe supervised place to go after school. Our staff at that site also works at his school so they are familiar with his needs.</p> <p>Audra provided information about programs and hours for each site: Auburn YMCA-6:30am-8:30am and 3pm-5:30pm Weedsport and Owasco-7am-8:30am and 3-5:30pm Moravia -2:30pm-6pm- due to so many parents coming from Ithaca</p> <p>Lots of activities for the summer such as: Dan the Snake man, The African Drummers, The Rev Theatre. Many of our kids wouldn't have the opportunity to see these if they didn't come here. Summer for 40 kids- 6:45am-5pm.</p> <p>School's Out Program-7am-4:30pm numbers are back to normal from COVID.</p> <p>Amy Wallner also spoke about a new relationship/partnership with Booker T. Washington. Audra has a special certification to offer babysitting courses to youth.</p>	<p>N/A</p>
<p>Consent Agenda:</p> <p>Conflict of Interests Approval of BOD minutes for March 2024 Approval of Committee Minutes</p> <p>Chris White questioned the amount of 24 dollars listed under supplies on the March 2024 variance report. This was a typo, and the amount should be 24k to match the</p>	<p>Approved unanimously No Conflicts of Interest.</p>
<p>Finance Report: Anne Marie Smith Salaries, Benefits, are below MTD budget. As YTD comparison revenue results in a 60.4% revenue. This is exciting to be within the metrics, starting to see the benefits from changes in staffing, and restructuring</p> <p>Anne Marie Smith explained the \$50 application fee for The Auburn Downtown Mile listed under Special Events and Rental Revenue is just one example of items the finance committee is reviewing to determine how to handle moving forward.</p> <p>Investment Income was reviewed, Tompkins Savings Account interest and Maintenance Reserve accounts are on par with 2024's budget. A</p>	<p>Motion: Bob Scarbrough Move to approve the March Finance Report</p> <p>Approved unanimously</p>

<p>transfer of \$30K from the General Endowment account into our operating account did occur as budgeted.</p> <p>Travel expenses are related to hotel stays for the state Swim Meet where the E boys (8Yrs old and younger) won The State Championship with 4 boys. Three team records were broken, and two swimmers made it to USA Zones. Dues and Fees are on par with budget.</p> <p>Update on AR Pool Pump Project was provided. The project is complete, however there is still a plumbing invoice needed to finalize total cost.</p> <p>Bob Scarbrough inquired about current grant contributions figures compared to previous years specifically Emerson and Metcalf. After additional input it was determined this was not a provided additional input confirming this was not a decrease in amounts.</p> <p>Resolution: To add Michael Barrigar to Tompkin accounts.</p>	<p>Motion: Anne Marie Smith to approve two resolutions adding Michael Barrigar to bank accounts.</p> <p>Approved: Unanimously</p>
<p>Board Chair Report: Bob Scarbrough</p> <p>Bob Scarbrough provided update on the NAYDO conference he attended along with Cheryl Pusztai and Amy Wallner. The cost to attend was almost completely funded (for all 3) by a grant Amy applied for and received. Shared several concepts and experiences such as a facility he visited with glass walls between kitchen where parents could watch their children attending programs while in the fitness areas. He also Introduced the term "Friend raiser".</p> <p>Bob Scarbrough and Anne Marie Smith met with the Friends of Emerson. Exploring possible collaborations and opportunity to work together on future endeavors. Potential offering for YMCA BOD to sit on their committee. Several individuals expressed interest and discussions will continue.</p> <p>2024 Capital Projects: Chris White</p> <p>Building and Risk Committe met at camp last night (Monday April 15,2024). Driveway to be addressed soon by Soil and Water.</p> <p>A plan is needed to better prepare for the closing at the end of the season to ensure items are better maintained. He suggests having more continuous conversations about camp to make more preparations rather than starting discussions in April. He inquired about the reserve for camp and when the last time used.</p>	

Bob Scarbrough and Chris White both agreed the infirmary is acceptable and looks much better than anticipated.

Chris White, Bob Scarbrough, and Amy Wallner continued speaking about cabin roofs, driveway, drainage, tree issues. Kelley Gridley suggested contacting BOCES for programs to potentially help with repairs.

Anne Marie Smith referenced getting into a maintenance routine much like OCC dorm operations (start/ end of each semester).

Camp:

Jeff Herrick, Kim Cuipyo, and Amy Wallner all met with Duane from the Health Department. He states in comparison to other camps who are struggling we are one of the best. Amy Wallner provided updates about permits, changes, etc. For example, no overnight stays at Family Picnic or another permit would have to be obtained.

A new sign has been obtained and it will go by the road.

Bob Scarbrough and Cheryl Pusztai had a meeting earlier in the day discussing the importance of camp and the high priority to ensure it continues. This sentiment was acknowledged by numerous committee members.

Bylaws- Approval

Annual Campaign: Amy Wallner

Amy Wallner and Erin Johnson met with Chris Mahar, The Athletic Director for AHS about 2024-2025 swim season. Pool rental fee will begin September of 2024.

Friends of the YMCA quarterly newsletter

Donor Social- May 14, 4pm to 6pm

Updating current CEO office space into a conference room. Please help be on the lookout for donated table and chairs to fit 8-12 ppl. 9 or 10ft X 4ft.

Campaign updates-almost \$50,000

Update/Reminder of Upcoming Events:

United Way celebration was held at the Y in April, around 60-70 in people in attendance

Healthy Kids Day scheduled for Sat April 20 10am-1pm in Partnership with the Cayuga County Health network.

Panera Bread preschool fundraiser-April 30th from 4-8pm-say you are with the Y preschool or use code FUND4U at check out

June 1st-Courtney memorial basketball camp from 9am-1pm in A-Gym

Motion: Bob Scarbrough
approve new Bylaws
Approved Unanimously

<p>Casey Park Pool-July 8-August 16th Received a few grants from the Youth Bureau-\$3,000 scholarships for Stingrays and \$1,000 for equipment and almost \$2,000 to partner with the City of Auburns Rec Dept to provide Free Swim lessons at Casey Park in the summer</p> <p>Downtown Auburn Mile-Laura applying for the permit and working with the city and sponsorships</p> <p>BTR scheduled for July 20th has over 200 cyclists registered.</p>	
<p>YMCA of Central New York: Cheryl Pusztai</p> <p>How to help the community to see and utilize the Y as a “third space” where children do homework, etc.</p> <p>Introduced new Administrative Assistant, Denise Guzewicz</p> <p>Fire lane 19: Workplan documents were distributed through email on 4-16-2024.</p> <p>Membership: Factors, circumstances for cancellations and changes (family to individual, etc.). Ray McKee asked how (if) this affects membership numbers provided. Additional reporting may be requested for the future.</p>	

Motion: Bob Scarbrough
Move to go to executive session at 6:25pm
Second: Chris White

Respectfully Submitted,
Denise Guzewicz

Auburn YMCA

Finance Committee Meeting April 9, 2024

4:30pm at the Auburn YMCA 1st Floor Conference Room

Also available via Zoom

Committee Attendance: Anne Marie Smith (zoom), Marie Nellenback (zoom), Ray McKee (joined by zoom @ 4:41pm),

Excused: Bob Scarbrough

Staff Attendance: Cheryl Putzai (zoom), Amy Wallner (zoom), Michael Barrigar, Denise Guzewicz

4:32pm Call to Order by Marie Nellenback

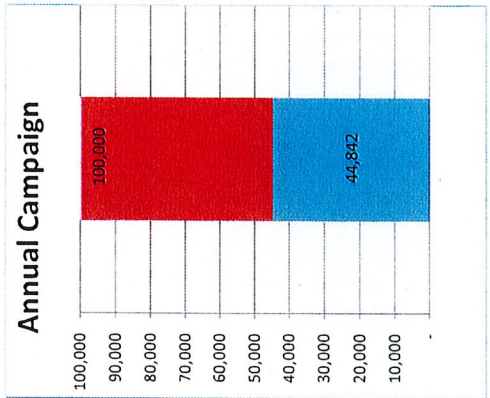
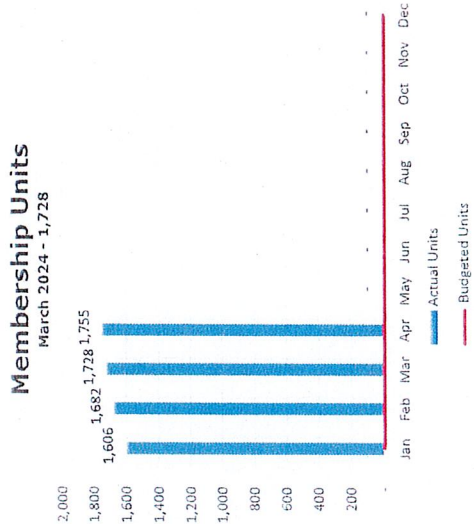
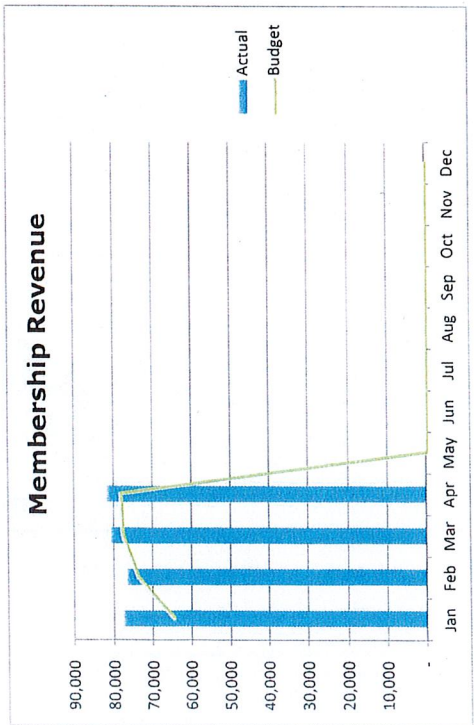
- I. Consent to approve agenda and Meeting minutes for March 26, 2024 Meeting:
 - a. Motion to accept minutes, made by Anne Marie Smith, Seconded by Marie Nellenback
 - b. Approved Unanimously
- II. March 2024 Dashboard and Statement of Activity
 - a. Revenue for the month is \$278,728 while expenses are \$237,960 which resulted in a surplus of \$40,768.
 - b. Revenue for the month of March 2024 was under budget due to the following:
 - i. Contributions for our Annual Support Campaign lags slightly behind, contributions exceeded budget thanks to a generous contribution towards Camp Projects in the amount of \$7K. Foundation revenue is isolated to an annual receipt of Dorothy George Trust. Although our monthly Foundation revenue is underbudgeted; it is surpassed year to date. Last Year the YMCA recognized \$125K YTD from Emerson Foundation and Stanley Metcalf Foundation.
 - ii. Special Events, and Rental Revenue, \$50 noted represents the application fee for the Auburn Downtown Mile. This fee occurred in February of last year. Pool rental is \$1,192 and is related to Coast contract, budgeted \$990 but under Contracts and Grants.
 - iii. Contracts and Grants are on track. Preschool contract is within 99% of the \$64,500 budgeted. March 2024 for this category includes Coast contract of \$990 and \$2K of St. Agatha Grant dollars. Currently this revenue is in the Deferred Revenue account and we anticipate to recognize revenue adjust dollars from Deferred Note, last year there was over \$74K in OCFS Grant dollars recognized in addition to \$20K from St. Agatha Foundation.
 - iv. Program revenue success is driven by SACC performance. Auburn YMCA SACC site was up \$6,922 and Weedsport was up \$1,406 over budget for the month.
 - v. Investment Income posts interest income from Tompkins Trust Accounts specifically our Savings Account and our Maintenance Reserve Account and is on par with 2024's budget. A transfer of \$30K from the General Endowment account into our operating account occurred as budgeted.

- d. Additional notations made by Michael Barrigar
 - 1. The AR Pool Pump Project is complete but not all costs are recognized or received as of yet. There is an invoice for plumbing that is not yet received and we need to capture any direct labor hours involved in this project by YMCA facility's staff.
 - 2. Active Training is to occur 4/15/2024. This is a major training date.
- e. Floor open, no questions or objections regarding March's submitted financial reports.

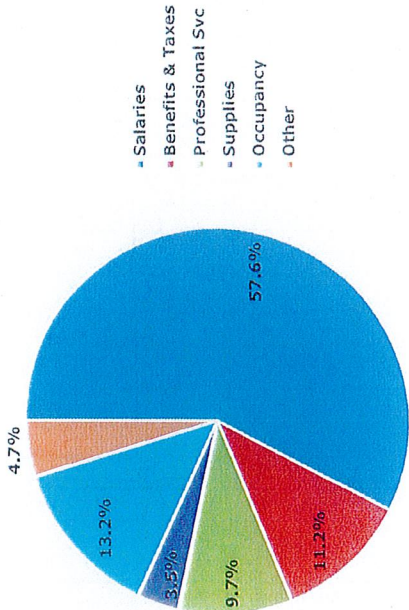
Meeting adjourned at 4:49pm

Auburn YMCA-WEIU Financial Dashboard

04/30/2024 INTERIM REPORT



Expenses



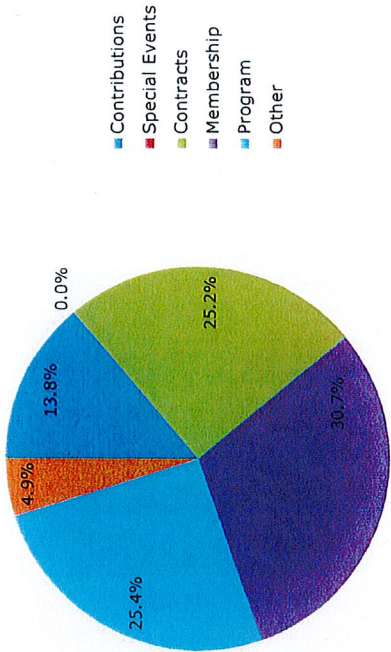
Productivity Ratio
Salaries+Related/Operating Revenue

Productivity Ratio = $\frac{641,269}{1,035,011}$ = 62.0%

(YUSA Benchmark $\leq 60\%$)

12 month Rolling Ratio 72.6%

Revenues



Statement Of Activities Report
Auburn YMCA-WEIU
04/01/2024 - 04/30/2024
Period 4 April 2024

Account Group	Account Group Name	Period 4 April 2024			Year to Date 2024		
		Actual	Budget	\$ Variance	Last Year	\$ Variance	\$ Variance
Revenue							
01	Contributions	11,742.83	19,690.35	-7,947.52	7,519.59	4,223.24	142,881.62
03	Special Events	0.00	1,000.00	-1,000.00	994.47	-994.47	-50.00
07	Rental Revenue	2,780.00	2,780.00	0.00	2,760.00	20.00	13,097.50
10	Contracts & Grants	65,480.84	74,955.52	-9,474.68	66,251.47	-770.63	260,837.06
11	Membership Revenue	81,845.36	78,259.09	3,586.27	73,015.70	8,829.66	317,614.33
13	Program Revenue	68,807.66	52,616.31	16,191.35	49,478.16	19,329.50	262,957.71
14	Sales	188.24	372.67	-184.43	426.03	-237.79	1,786.96
15	Investment Income	1,537.91	1,204.17	333.74	1,567.24	-29.33	35,268.09
16	Miscellaneous Revenue	0.00	20.84	-20.84	20.47	-20.47	617.87
	Total Unrestricted Revenue	232,382.84	230,898.95	1,483.89	202,033.13	30,349.71	1,035,011.14
	Total Restricted Revenue	0.00	0.00	0.00	0.00	0.00	0.00
	Total Revenue	232,382.84	230,898.95	1,483.89	202,033.13	30,349.71	1,035,011.14
Expenses							
21	Salaries & Wages	131,647.45	153,221.49	-21,574.04	170,719.96	39,072.51	536,655.01
22	Employee Benefits	12,944.13	13,668.66	-724.53	23,846.10	10,901.97	51,560.21
23	Payroll Taxes	12,080.46	16,125.08	-4,044.62	21,145.17	9,064.71	53,053.77
24	Professional Services	21,714.53	24,321.45	-2,606.92	14,524.82	-7,189.71	90,279.37
25	Supplies	8,272.74	14,265.90	-5,993.16	13,961.39	5,688.65	33,003.44
26	Telephone	1,009.97	1,008.00	-1.97	907.40	-102.57	4,097.10
27	Postage	0.00	500.00	-500.00	622.25	622.25	900.00
28	Occupancy	29,192.65	21,690.46	-7,502.19	21,158.69	-8,033.96	123,225.40
29	Equipment	2,477.50	4,194.96	-1,717.46	5,406.93	2,929.43	7,483.43
31	Printing & Publications	4,002.16	1,391.67	-2,610.49	3,603.27	-398.89	9,964.90
32	Travel Expenses	266.43	1,550.00	-1,283.57	1,154.72	888.29	2,214.91
33	Conference & Meetings	421.47	1,318.11	-896.64	1,430.00	1,008.53	5,466.07
35	Dues & Fees	4,435.01	4,591.67	-156.66	4,430.09	-4.92	17,740.04
39	Miscellaneous Expenses	125.40	225.00	-99.60	140.00	14.60	275.40
	Total Unrestricted Expenses	228,589.90	258,072.45	-29,482.55	283,050.79	54,460.89	931,919.05
	Total Restricted Expenses	0.00	0.00	0.00	0.00	0.00	0.00
	Total Expenses	228,589.90	258,072.45	-29,482.55	283,050.79	54,460.89	931,919.05
	Change in Net Assets	3,792.94	-27,173.50	30,966.44	-81,017.66	84,810.60	103,092.09

Variance Report
Auburn YMCA-WEIU
4/1/2024 - 4/30/2024

Account Group Variance Explanation

Revenue

Contributions	A majority of the \$7,947 variance in this category is related to Camp. \$5,000 for Camp contribution was budgeted for April but no contribution was recognized. This is a timing issue. Please know that there is a private donor contribution of the same amount recorded in May.
Special Events and Rental Revenue	Special Events presents a variance due to timing. No special event fund raising occurred in April. Rent is as budgeted.
Contracts and Grants	Auburn YMCA has OCFS grant dollars, received last year, and parked on the balance sheet. We did spend and recognize just over \$2,000 of OCFS grant dollars for the month of April not as much as anticipated.
Membership Fees	Membership continues to outperform budgeted numbers. April membership tally: 3,102 total members supported by 1,755 units.
Program Revenue	Program Revenue success is driven by SACC performance. Auburn YMCA SACC site is up \$8,538 and Weedsport was up \$1,406 over budget for the month. Youth and Adult Swim revenue was not budgeted for April but we recognized \$5,650 in April. This is a merely a timing issue.
Investment Income	Investment Income posts interest income from Tompkins Trust Accounts specifically our Savings Account and our Maintenance Reserve Account and is on par with 2024's budget. A transfer of \$30K from the General Endowment account into our operating account occurred as budgeted.

Expenses

Salaries, Benefits, and Payroll Taxes:	Salaries and Benefits below MTD budget. Payroll Tax include Workers Comp, Disability, and Unemployment Insurance. We recognized a credit to in April towards our UI account from fraudulent claims previously filed. Our YTD Productivity ratio is 62.0%. Our overall Budgetary Productivity Ratio goal was to achieve less than 68.0%. We have experienced four straight months below this target.
Professional Svc	YTD Professional Services are just under anticipated budget.
Supplies and Occupancy	YTD Variance for both Supplies and Occupancy continue to reciprocate eachother. I was unable to devote time and effort to analyze this specific issue. Utilities and Liability expenses are the major items listed under Occupancy category and they are accurate. Repairs and Maintenance are under this category as well. Repairs for April included a fix to the ceiling above the Emerson pool and repairs to the railings along the side walk near the front entrance.

Statement Of Financial Position Report
Auburn YMCA-WEIU
04/30/2024

Account Number	Account Name	Apr 30 2024	Apr 30 2023
		Account Balance	Account Balance
6030	Petty Cash Funds	400.00	400.00
6110	Operating Cash	315,851.13	233,931.13
6111	Cash Payroll	19,076.16	2,221.47
6112	Camp Maintenance Reserve	217,966.80	184,019.03
6113	Auburn Maintenance Reserve	146,833.20	131,285.28
6114	Money Market Cash	356,791.07	631,930.76
6117	Bon-Ton Roulet (6117)	83,898.73	75,055.12
6118	Bon-ton Checking	5,190.00	2,818.24
6119	Bon Ton Savings	221,612.60	200,881.06
6120	M&T Checking	37,361.83	112,745.83
6121	Courtney Komanecy Scholarship	17,265.18	19,922.83
6130	General Maintenance Reserve	130,627.12	130,806.64
6150	Special Club Account	34,957.63	46,509.52
6161	Skaneateles Special Acct	0.00	0.00
6301	Accounts Receivable (6301)	64,824.00	5,250.00
6305	Customer Accounts Receivable	109,499.79	75,229.73
6307	Future Customer Accounts Receivable	234,225.91	241,771.37
6320	Accr. Interest Receivable	3,781.91	4,156.05
6390	Allowance for Uncollectible Debt	-6,960.00	-6,960.00
6400	Pledges & Grants Rec	5,000.00	0.00
6410	Contributions Receivable	0.00	19,792.87
6500	Inventory	5,847.37	5,847.37
6610	Prepaid Insurance	33,476.10	14,068.67
6620	Prepaid Expenses - Other General	3,150.25	0.00
6690	Prepaid Expenses - Other	52,250.85	32,147.55
6700	Long-Term Investments	4,396,916.88	3,893,111.50
6710	Heritage Club Investments	27,498.57	26,562.76
6810	Beneficial interest in perpetual trusts	1,761,129.24	1,656,472.18
6911	Land	669,774.56	669,774.56
6912	Land Improvements	18,573.10	18,573.10
6919	A/D Land Improvements	-18,573.10	-18,573.10
6921	Building	2,521,083.00	2,521,083.00
6922	Building Improvements	6,838,371.68	6,761,011.72
6928	A/D Buildings	-2,395,833.00	-2,391,333.00
6929	A/D Building Improvements	-4,768,023.74	-4,623,105.55
6930	Maintenance Equip	33,069.71	33,069.71
6931	Program Equipment	602,593.32	602,593.32
6932	Furniture & Fixtures	207,803.60	207,803.60
6933	Office Equipment	171,997.37	171,997.37
6934	Camp Equipment	95,880.32	95,880.32
6935	A/D Maintenance Equip	-30,919.73	-28,426.78
6936	A/D Program Equipment	-575,040.42	-557,768.59
6937	A/D Furniture & Fixtures	-207,455.42	-206,678.81
6938	A/D Office Equipment	-156,722.25	-153,073.47
6939	A/D Camp Equipment	-95,880.33	-93,718.81
6960	Other Assets (6960)	6,800.00	6,500.00
6980	Construction In Progress	78,253.02	0.00
Total Assets		11,274,224.01	10,755,585.55

Statement Of Financial Position Report
Auburn YMCA-WEIU
04/30/2024

Account Number	Account Name	Apr 30 2024	Apr 30 2023
		Account Balance	Account Balance
7110	Accounts Payable (trade)	50,028.18	74,014.73
7120	Customer Account Credits	9,751.16	10,659.64
7130	Refund Clearing Account	40.00	0.00
7200	Accrued Expenses	6,310.27	0.00
7210	Accrued Salaries & Wages	56,121.70	76,051.65
7221	Accrued Employer FICA	-1,522.29	0.00
7251	Accrued YMCA Retirement	0.00	9,750.44
7311	Federal Tax Withheld	0.60	0.00
7343	NYS Disability Withheld	211.84	260.51
7344	NYS Paid Family Leave	477.02	748.35
7370	Sales Tax Payable	3.67	0.00
7371	County Sales Tax Payable	9.97	0.00
7410	Deferred Contributions	119,273.39	0.00
7421	Contract Liabilities - Gift Certs	10,319.65	10,088.00
7430	Contract Liabilities- Membership	44,873.59	37,766.88
7440	Contract Liabilities- Bon Ton	19,849.26	7,276.97
7450	Contract Liabilities - Programs	315,255.00	308,215.00
7455	Contract Liabilities - Camp/CC	353,125.42	341,444.82
Total Liabilities		984,128.43	876,276.99
8000	Net Assets Without Donor Restr	5,166,292.60	5,166,292.60
8010	Net Assets With Donor Restrict	3,633,848.06	3,529,191.00
8011	Net Income	1,117,222.02	1,117,222.02
Total Net Assets		9,917,362.68	9,812,705.62
Total Net Assets without Donor Restrictions		6,283,514.62	6,283,514.62
Total Net Assets with Donor Restrictions		3,633,848.06	3,529,191.00
Total Net Assets		9,917,362.68	9,812,705.62
2023 Income Over Expenses		276,989.30	66,602.94
2024 Income Over Expenses		95,743.60	0.00
Adjusted Net Assets		10,290,095.58	9,879,308.56
Total Liabilities and Net Assets		11,274,224.01	10,755,585.55



Auburn YMCA-WEIU
Membership Report
March 2024

Category	Yearly	Monthly	3/31/2024	4/30/2024	Diff
Youth	\$ 318.00	\$26.50	323	339	16
Young Adult	414.00	34.50	116	118	2
Senior	546.00	45.50	242	251	9
Adult	558.00	46.50	354	347	-7
Health Center	678.00	56.50	219	240	21
Family	1056.00	88.00	418	411	-7
Family/HC	1296.00	108.00	56	49	-7
Memberships (units)			1728	1755	27

Auburn Y Membership 2021-2024 Comparisons



Auburn YMCA

Scholarship Reporting by Dept for April 2024 Year to Date

	YTD Actual	YTD Budget	Prior YTD
Aquatics - (Dept 2)			
Program Revenue	21,176.49	20,380.00	21,479.03
Scholarships	0.00	0.00	0.00
Net Revenue	\$ 21,176.49	\$ 20,380.00	\$ 21,479.03
	0.0%	0.0%	0.0%
Wellness / Sports - (Dept 3 & 5)			
Program Revenue	16,959.00	19,225.00	17,726.00
Scholarships	0.00	0	0.00
Net Revenue	\$ 16,959.00	\$ 19,225.00	\$ 17,726.00
	0.0%	0.0%	0.0%
Youth Childcare (Dept 7)			
Program Revenue	13,321.00	11,150.00	9,890.00
Scholarships	0.00	0.00	48.00
Net Revenue	\$ 13,321.00	\$ 11,150.00	\$ 9,938.00
	0.0%	0.0%	-0.5%
Preschool (Dept 8)			
Program Revenue	78,498.10	73,600.00	59,931.85
Scholarships	-1,959.25	-2,551.79	-2,551.79
Net Revenue	\$ 76,538.85	\$ 71,048.21	\$ 57,380.06
	2.5%	3.5%	4.3%
SACC (Dept 9)			
Program Revenue	140,226.72	102,940.80	166,169.97
Scholarships	-5,264.35	-11,063.22	-11,063.23
Net Revenue	\$ 134,962.37	\$ 91,877.58	\$ 155,106.74
	3.8%	10.7%	6.7%
Camp (Dept 10)			
Program Revenue	0.00	0.00	0.00
Scholarships	0.00	0.00	0.00
Net Revenue	\$ -	\$ -	\$ -
	#DIV/0!	#DIV/0!	#DIV/0!
Total Programs			
Program Revenue	\$ 270,181.31	\$ 227,295.80	\$ 275,196.85
Scholarships	\$ (7,223.60)	\$ (13,615.01)	\$ (13,567.02)
Net Revenue	\$ 262,957.71	\$ 213,680.79	\$ 261,629.83
% of Scholarship	2.7%	6.0%	4.93%
Membership (Dept 13)			
Program Revenue	360,324.86	351,320.50	328,222.82
Scholarships	-42,710.53	-47,891.09	-39,874.46
Net Revenue	\$ 317,614.33	\$ 303,429.41	\$ 288,348.36
% of Scholarship	11.85%	13.63%	12.15%
Total Scholarship			
	\$ (49,934.13)	\$ (61,506.10)	\$ (53,441.48)



AUBURN YMCA-WEIU
2 William Street
Auburn, NY 13021
P 315.253.5304
F315.253.6153
www.auburnymca.org

RESOLUTION

The undersigned secretary of Young Men's Christian Association & Women's Educational & Industrial Union does hereby certify that at a meeting of the Board of Directors of YMCA, ("Corporation") on 05/21/2024, at which a quorum was present and acting throughout, the following resolution was approved by a majority vote of the entire board:

RESOLVED to approve the sum of \$33,000 to for Out-Cabin Roof Replacements on (20) Out-Cabins and it is further

RESOLVED funding for this project will come from the Camp Maintenance Reserve Account.

Dated:

Corporate Secretary



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The YMCA puts Christian principles
into practice through
programs that build healthy
spirit, mind and body for all.



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RESOLUTION

The undersigned secretary of Young Men's Christian Association & Women's Educational & Industrial Union does hereby certify that at a meeting of the Board of Directors of YMCA, ("Corporation") on 05/21/2024, at which a quorum was present and acting throughout, the following resolution was approved by a majority vote of the entire board:

RESOLVED that the Corporation obtain financing with Tompkins Community Bank in an aggregate amount not to exceed \$250,000 and to pledge any and all corporate property required by Tompkins Community Bank as collateral therefor; and it is further

RESOLVED that Michael S. Barrigar, Director of Finance, is hereby authorized to execute any agreements, notes, or other financing documents and to obtain credit advances; and it is further

RESOLVED that all prior actions by the Corporation or any officer, member or employee thereof pursuant to any of the Corporation's prior lines of credit, obligations or credit agreements with Tompkins Community Bank are hereby ratified and affirmed.

Dated:

Corporate Secretary



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YMCA Building & Risk Meeting Minutes

YMCA CEO Conference Room

May 8, 2024

Attendees: Charlie W., Amy W., Andy T., Jeff M., Jeff H., Chris W. (Chair)

Absent: Bob S., Ray M.

On May 8, 2024 the Building and Risk Committee met in the CEO Conference room at the YMCA the meeting was called to order at 5:02 PM with six members in attendance.

Discussion Topics:

1. **New HVAC Unit** - Jeff H. gave an update regarding the current state of the new build of the HVAC unit. The unit will potential be ready for install mid-June 2024. Many logistics need to be discussed prior to the install. There was a past concern about the down payment to the builder which is the responsibility of Siracusa Mechanical and must have been made because the builder would not start the job unless the down payment was made.
2. **AR Pool roof insurance claim** – the process is working its way through the insurance adjusters and engineers. It is a process and will take a while to complete. Jeff H and Mike B have been working closely together to the get the process finished. Jeff informed the committee that the new roof/membrane does not appear to be properly installed as there is a 1" gap around the perimeter of the roof which allowed air from a wind storm to get under the membrane causing the separation between materials. It was also stated that a vapor barrier was to be installed during the build which was not done. Jeff provided pictures of the roof drain and the installation of the roof system. Those photos are available upon request. It was recommended that Delmonico Insurance be contacted to advocate for the YMCA and this case.
3. **Camp Y-Owasco cabin roofs** – Three RFB's (as per our by-laws) were received from local contractors to repair/replace the roofs on 20 cabins at Camp Y-Owasco. The lowest bid came in from contractor "Honey Do List" at \$35,661 (all cabins, 2 lodges and the bathhouse). The new roofs will be metal and all the moss will be scraped off were needed. This does not include the main A-Frame building. A color of the roofs has to be determined whether it is brown or green. Amy was looking for a recommendation from the Finance committee to approve the \$35K in spending for the roof repair. Amy stated that the YMCA did receive two \$5k donations from two YMCA families to help pay for the roof repair. The work on the 20 out building should be completed prior to the start of summer camp. We also discussed the A-Frame which needed a few roof patches which were completed. Further repair to the A-Frame roof will be had in the future.
4. **AR Pool leak** – The AR pool has a leak on the North side of the pool. The pool has settled over the years and has created a leak. The upper side pool wall is bowing outward causing the leak. The leak started as a drip and over the years has gotten worse. The leak is not a steady stream but its real close. Jeff has contacted several pool service companies and "Clean All" located in the Syracuse area is the only company that can help us. YCNY also uses this company. Clean All will do some testing to determine where the leak is coming from which will cost approx. \$3K. The pool will need to be shut down and the pumps turn off while the dye testing is conducted. The work will be conducted in three stages to complete the work. Beardsley Architect & Engineers has been contacted and observed the situation to ensure the pool is structurally

sound, there is no danger in any aspect regarding this leak. Stage 1 should be conducted within the next couple week and pool down time shouldn't be more than a couple hours.

5. **Emergency Stops** – Code requires any hot tub or pool have a emergency stop button installed in proximity of the pool (which needs to be within 5 feet of the pool). Emergency Stop are installed to reduce existing hazards to a person or operating equipment. The pool pumps have about 75lbs of pull force which could result in physical injury or death to a person. Saxton Electric has been contacted to complete the job which should cost approx. \$3.5K and should be completed by the end of the month.

Next meeting will be held June 4th at 5:00PM in the CEO Conference room

Meeting adjourned at 5:58PM

Respectfully Submitted
Chris White (B&R Chairman)

Auburn YMCA-WEIU Governance Committee Minutes April 23, 2024 Meeting – 4:30pm – 5:30pm

The Governance Committee meet on April 23, 2024 at 4:30pm. We discussed the following:

1. New Board Members – Charlie Wallace/Chris Courtney/Chris Maher/Doug Tomandl – Discussion and decision was to move forward to full board for approval.
2. Committees – New committees will be as follows according to the updated bylaws:

- (i) Executive
- (ii) Governance
- (iii) Finance, Audit and Investment
- (iv) Building and Risk Management
- (v) Fund Development – New

Note – Eliminated HR/Camp/Membership & Marketing – will need to move board members to new committees – review list of board members currently on committees. Combined Investment into Finance and Audit. Request will be discussed and finalized after next board meeting.

3. Committee Charters – Working on standardizing commissions for all committees by June meeting– Bob will work to deliver drafts to each committee chair.
4. 3rd Retreat – April 27, 2024 7am – 10am Currier. This session was scheduled to be focused on Fundraising and Philanthropy – With Mary Kay Polston
5. Off Agenda – none
6. Meeting adjourned at 5:38pm

New Board Members Short Bios

Doug Tomandl - Assistant Superintendent for Management, Regional Services, & Finance – BOCES

Local business owner, involved in supporting youth sports with his wife and three boys. Has been in the community for several years and sees a unique opportunity to expand partnering with BOCES and local school districts.

Charlie Wallace – Retired President/Owner, VIP Development Associates, Inc. Board member of Skaneateles Community Center, Board member of Skaneateles Recreation Community Trust, member of Auburn YMCA Building and Risk Committee. Former Auburn YMCA Board President. Charlie sees an opportunity to work on building the community focused center at the Auburn YMCA.

Christian Maher – Auburn Enlarged City School District –Director of Health, PE, and Athletics. Chris received his Masters from SUNY Cortland and has worked in education at Valley Central, Hamilton, RFA, and Weedsport along with Auburn. He is always focused on making that concerted effort to be at events throughout his career supporting the students.

Christopher Courtney – long time Y supporter, father was past CEO of Auburn YMCA. Lives in Victor, NY. Partner with New York Life Insurance Company. Runs multiple charity events to support the Courtney/Komanecky Scholarship fund for Auburn High School seniors. Has passion for engaging and understands the commitment. Family still in Auburn area.



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AUBURN YMCA




Auburn YMCA DASHBOARD

Shared with Corporate Policy Volunteers and Branch Volunteer Leaders




Key:

-  Significant progress; achieved goal
-  In progress
-  Challenges present; needs addressed
-  Not started

STRATEGIC PRIORITY	ORGANIZATIONAL STRATEGIES	IMPACT MEASUREMENTS	CURRENT STATUS
STRATEGIC PRIORITY Organization Drive organizational growth and achieve our strategic priorities by maximizing the strengths of our current board and identifying the optimal staffing structure.	Evaluate the effectiveness of current supervisory roles – identify the gaps or duplication in accountabilities.	<ul style="list-style-type: none"> Productivity ratio >60% Overall staff performance 	
	Ensure the organization has the necessary resources to fuel growth and impact through programs and membership.	<ul style="list-style-type: none"> Operational revenue growth 	
STRATEGIC PRIORITY	ORGANIZATIONAL STRATEGIES	IMPACT MEASUREMENTS	CURRENT STATUS
STRATEGIC PRIORITY Financial Sustainability Achieve long-term operational success by continually evaluating what we are doing, who we are partnering with to meet community needs.	Financial forecasting and establish realistic revenue targets based on strategic goals	<ul style="list-style-type: none"> 5-year rolling financial forecast 	
	Evaluate current program offerings to determine how to improve operations and provide value that is relative to the cost of participation	<ul style="list-style-type: none"> Operating revenue Productivity ratio >60% 	
	Diversify the revenue mix and prioritize philanthropy as a way to support community needs	<ul style="list-style-type: none"> Revenue mix 	

STRATEGIC PRIORITY	ORGANIZATIONAL STRATEGIES	IMPACT MEASUREMENTS	CURRENT STATUS
STRATEGIC PRIORITY Facility Develop a vision of the programs and services that will strengthen our community so that we have the knowledge to design a facility that will efficiently support the mission.	Create a plan for facility development and asset optimization	<ul style="list-style-type: none"> 10-year capital investment plan for both branch and camp Y-Owasco 	
	Identify future community needs in order to ensure all facility options meet future needs.	<ul style="list-style-type: none"> Community needs assessment 	
	Ensure the facility is welcoming and accessible for all	<ul style="list-style-type: none"> Member retention Net promotor scores 	

STRATEGIC PRIORITY	ORGANIZATIONAL STRATEGIES	IMPACT MEASUREMENTS	CURRENT STATUS
STRATEGIC PRIORITY Operational Excellence Strive for programs and services that support diverse populations and align with community needs with an emphasis on our mission for all.	Evaluate and inform operational efficiencies to ensure childcare programs are the highest and most efficient quality	<ul style="list-style-type: none"> Operating revenue Number of youth served 	
	Evaluate and expand operational systems to collect actionable data including an operational platform, unified member communications, and the collection of member feedback on programs.	<ul style="list-style-type: none"> Member satisfaction 	
	Evaluate and expand programs and services that support membership growth and meet community needs.	<ul style="list-style-type: none"> Membership revenue goals Program and service utilization 	

STRATEGIC PRIORITY	ORGANIZATIONAL STRATEGIES	IMPACT MEASUREMENTS	CURRENT STATUS
STRATEGIC PRIORITY Community Support To create a thriving and interconnected community where every individual, family, and group is welcome.	Expand YMCA visibility beyond the facility by bringing programs to smaller communities across the service area.	<ul style="list-style-type: none"> Serve 2-3 new communities not currently served 	
	Develop a plan to strengthen community financial support of the Y and increase advocates.	<ul style="list-style-type: none"> Annual support from community 	
	Collaborate with local entities to strengthen programs and services.	<ul style="list-style-type: none"> Number of partnerships added/maintained each year 	



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Auburn YMCA – WEIU
Board of Directors Resolution Authorizing the
Development of a Master Plan and Conditions Assessment of the
Auburn YMCA

Motion Approved Unanimously: May 21, 2024

The Auburn YMCA – WEIU Board of Directors approves Robert Scarbrough, CVO and the Building and Risk Committee to develop and implement a conceptual Master Plan and to execute a Conditions Assessment of the Auburn YMCA facility. This process for our YMCA must solicit the input of the board, staff and key community stakeholders. The Auburn YMCA – WEIU is intent on strengthening its ability to achieve its mission, vision and values by assessing and planning for the future of the YMCA and its ability to deliver for the community the best facilities possible to meet our mission, vision and values.

That the board approves Robert Scarbrough, CVO and Building and Risk Committee to work with Gro Development to achieve the Master Plan and Conditions Assessment.

- **Gro Development – Master Plan - \$46,000**

The plan will reaffirm the Auburn YMCA – WEIU mission by establishing a clear understanding of the “state of the Auburn YMCA facility” and provide a look in to the future of what our YMCA facility could be in the future for our community.

The committee will recommend a plan, approved by the board and implemented by staff and board, for thinking and acting strategically across the organization, aligning programs and operations with the higher organizational strategies of the YMCA.

Dan Walter
Corporate Secretary

Date



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APRIL 25, 2024

Single Asset Capital Investment Study

Auburn YMCA

Auburn, NY

01

About Gro

02

Relevant Project Experience

03

Project Context

04

Scope of Services & Workflow

gro



01

About Gro

Working to support & serve Ys as they seek to advance their reach, growth, impact and sustainability

Gro is a firm of domain experts comprising a best-in-class team formed to advance the built environments that are the nation's YMCAs.

The firm offers professional services in architecture and design, real estate and facility development advisory, interiors and the branded environment, and facility management and procurement. Gro is positioned as the defacto facility department of the national Y, modeling similar in-house departments or units of some of the nation's largest multi-unit hospitality and service enterprises.

Gro's team is an assembly of professionals stemming from these same enterprises, who are matched with senior executives from the real estate and facilities departments of the nation's largest YMCAs. Gro formed in 2014 at the encouragement of the YMCA of the USA, the largest membership-based charitable not-for-profit in the country.

The firm and team that are Gro exist for the sole purpose of serving Y's like the **Auburn YMCA**, as they seek to envision, scope, and affect much good from each of their capital investment initiatives



865+

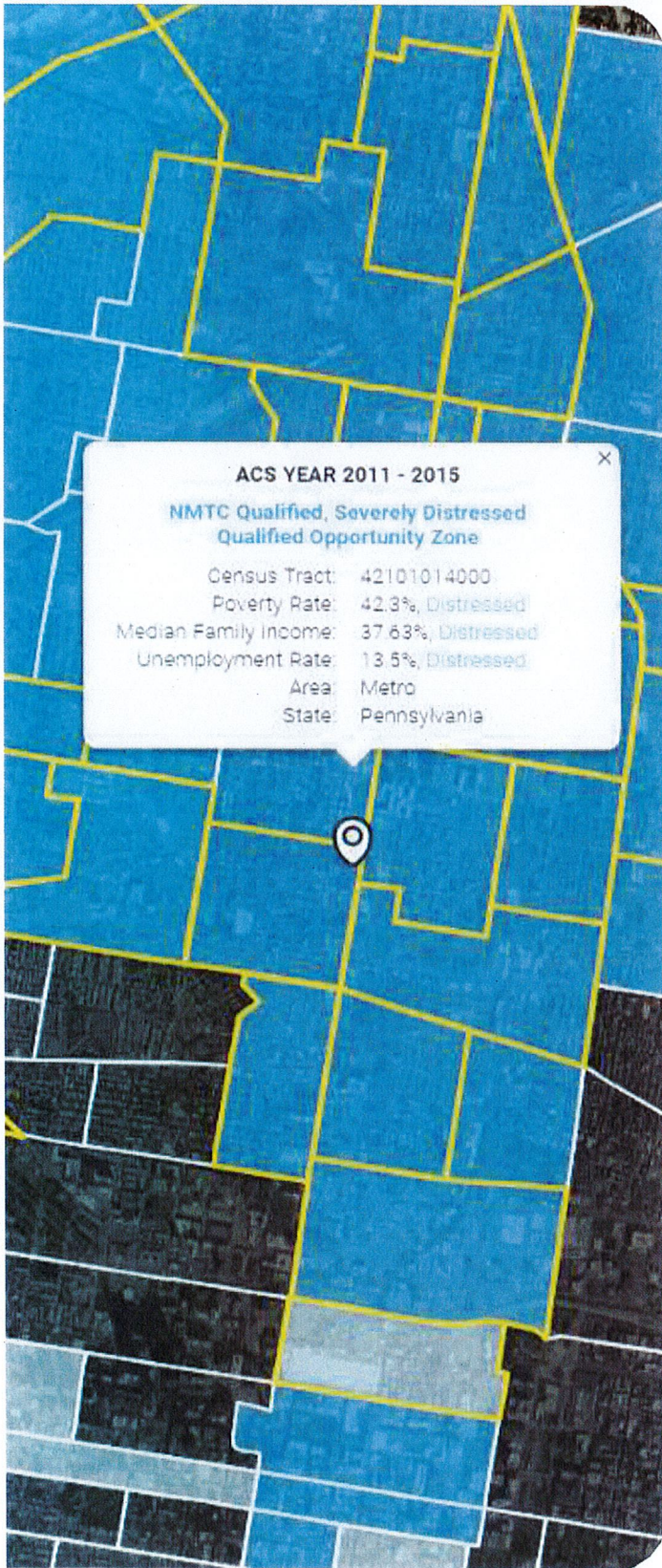
Similar Branch
Assets Studied

105

Similar
Studies

34%

Percentage of all YMCA
Assets Studied (US)



Gro's Services in Real Estate Advisory

- ✓ Real Estate Development & Asset Optimization Study (REDAO)
- ✓ **Single Asset Capital Investment Study (SAS)**
- ✓ Site Selection & Assessment
- ✓ Request for Expressions of Interest (RFEI)
- ✓ Real Estate Broker Selection
- ✓ Developer & Partner Interface
- ✓ Real Estate Analysis & Research
- ✓ General Consulting



02

Relevant Project Experience

Single Asset Capital Investment Studies (SAS)

ABOUT THE STUDIES

A Single Asset Capital Investment Study ("Single Asset Study" or "SAS") resembles a REDAOS in scope and duration, but rather than understanding the inter-related nature of a multi-branch portfolio of YMCA assets, the SAS focuses on one asset in isolation and delves more deeply into the political and partnership dynamics through which action would be implemented.

Through a Single Asset Study, YMCAs are apprised of a recommended course of action relative to a myriad of development and reinvestment opportunities, best positioning the Owner/YMCA for greatest yield in any development or transaction and best positioning the Association for expanded program and service delivery and general relevance.

A variety of development scopes, locations, and scenarios—both on-site and off-site—are considered, and partnerships contemplated, with these options anticipating a range of outcomes that may include acquisition and renovation of an existing facility, redevelopment of an existing facility (on-site), relocation to a potential new location (off-site) and other options that may emerge in the course of this analysis. In all considerations, the SAS guides the YMCA toward realization of highest and best use of its real estate asset.

Single Asset Studies consider a series of potential YMCA real estate asset management and development decisions which, when implemented, manifest the recommendation of the Study and their respective anticipated outcomes relative to real estate asset leverage, program and service delivery, operational sustainability, and community engagement.

The scope of work for a Single Asset Study typically involves two to four months of research and analysis, resulting in a dynamic framework for capital redevelopment or investment, to position a YMCA for the next era of service.

The following pages also summarize Gro's work in REDAOS, Real Estate Development and Asset Optimization Studies, wherein the focus is on not only vetting and recommending a course of action relative to the opportunity to continue and enhance a YMCA presence in a respective Center's primary market area (PMA)—very much akin to a Single Asset Study—but also in offering advice and counsel to the Owner as to the optimal sequencing of multiple capital investment projects over a multi-year real estate asset stewardship and investment horizon.

REPRESENTATIVE STUDIES

YMCA of Greater Boston
Boston MA

YMCA of Orange County (CA)
Newport Beach CA

YMCA of Greater Houston
Houston TX

YMCA of Greater Des Moines
Des Moines IA

YMCA of Metropolitan Lansing
Lansing MI

Metro YMCA of the Oranges
Livingston NJ

YMCA of Greater Long Beach
Long Beach CA

YMCA of Central Massachusetts
Worcester MA

Glacial Community YMCA
Watertown WI

Brainerd Lakes YMCA
Brainerd MN

YMCA of Metropolitan Detroit
Royal Oak MI

Treasure Valley YMCA
Boise ID

YMCA of Superior California
Sacramento CA

YMCA of Cass & Clay Counties
Fargo ND

YMCA of South Palm Beach County
Boca Raton FL

YMCA of Sarasota
Sarasota FL

YMCA of Greater Naples
Naples FL

Heart of the Valley YMCA
Huntsville AL

YMCA of Burbank CA
Burbank CA

West Suburban YMCA
Newton MA

YMCA of the Rock River Valley
Rockford IL

Duneland Family YMCA
Chesterton IN

Somerville YMCA
Somerville MA

YMCA of Greater Rochester
Rochester NY

Findlay Family YMCA
Findlay OH

Putnam County Family YMCA
Cookeville TN

Real Estate Development & Asset Optimization Studies (REDAOS)

STUDIES OF UP TO 5 ASSETS/LOCATIONS

YMCA of Greater Des Moines
Des Moines IA

YMCA of Metropolitan Lansing
Lansing MI

Metro YMCA of the Oranges
Livingston NJ

YMCA of Central Massachusetts
Worcester MA

Heart of the Valley YMCA
Huntsville AL

YMCA of Muncie
Muncie IN

Whatcom Family YMCA
Bellingham WA

YMCA of Tuscaloosa
Tuscaloosa AL

YMCA of Burbank CA
Burbank CA

Shasta Family YMCA
Redding CA

YMCA of Auburn-Lewiston
Auburn ME

YMCA of Metropolitan Milwaukee
Milwaukee WI

Treasure Valley YMCA
Boise ID

Somerset County & Plainfield YMCA
Basking Ridge NJ

YMCA of Superior California
Sacramento CA

YMCA of Cass and Clay Counties
Fargo ND

YMCA of South Palm Beach County
Boca Raton FL

Plattsburgh YMCA
Plattsburgh NY

YMCA of Sarasota
Sarasota FL

Lake County YMCA
Painesville OH

Champaign Family YMCA
Champaign IL

Canandaigua Family YMCA
Canandaigua NY

YMCA of Greater Naples
Naples FL

Family YMCA of the Glens Falls Area
Glens Falls NY

Central Coast YMCA
Monterey CA

STUDIES OF 6 TO 10 ASSETS/LOCATIONS

YMCA of Metropolitan Detroit
Detroit MI

YMCA of the Capital District
Albany NY

YMCA of the Capital Area
Baton Rouge LA

YMCA of Coastal Georgia
Savannah GA

YMCA of the North Shore
Beverly MA

Central Connecticut Coast YMCA
New Haven CT

YMCA of Long Island
Glen Cove NY

Channel Islands YMCA
Santa Barbara CA

YMCA of Metropolitan Denver
Denver CO

YMCA of Greater Hartford
Hartford CT

YMCA Buffalo Niagara
Buffalo NY

YMCA of Greater Tulsa
Tulsa OK

YMCA of Silicon Valley
Santa Clara CA

YMCA of Pierce & Kitsap Counties
Tacoma WA

YMCA of Honolulu
Honolulu HI

YMCA of Greensboro
Greensboro NC

YMCA of Orange County
Tustin CA

YMCA of Greater Brandywine
West Chester PA

YMCA of Metropolitan Chattanooga
Chattanooga TN

YMCA of Southern Arizona
Tucson AZ

YMCA of Western North Carolina
Asheville NC

YMCA of Greenville
Greenville SC

YMCA of Metropolitan Washington
Washington DC

The Granite YMCA
Manchester NH

YMCA of Snohomish County
Everett WA

YMCA of Metropolitan Fort Worth
Fort Worth TX

Real Estate Development & Asset Optimization Studies (REDAOS)

STUDIES OF 11 OR MORE ASSETS/LOCATIONS

YMCA of Greater Houston
Houston TX

YMCA of Greater Charlotte
Charlotte NC

YMCA of Greater Kansas City
Kansas City MO

Valley of the Sun YMCA
Phoenix AZ

YMCA of Greater Oklahoma City
Oklahoma City OK

YMCA of Greater Cleveland
Cleveland OH

YMCA of Greater Cincinnati
Cincinnati OH

YMCA of Greater Indianapolis
Indianapolis IN

YMCA of Memphis & Mid-South
Memphis TN

YMCA of South Hampton Roads
Chesapeake VA

YMCA of the North
Minneapolis-St Paul MN

YMCA of Metro Chicago
Chicago IL

Greater Philadelphia YMCA
Philadelphia PA

YMCA of Middle Tennessee
Nashville TN

YMCA of San Diego County
San Diego CA

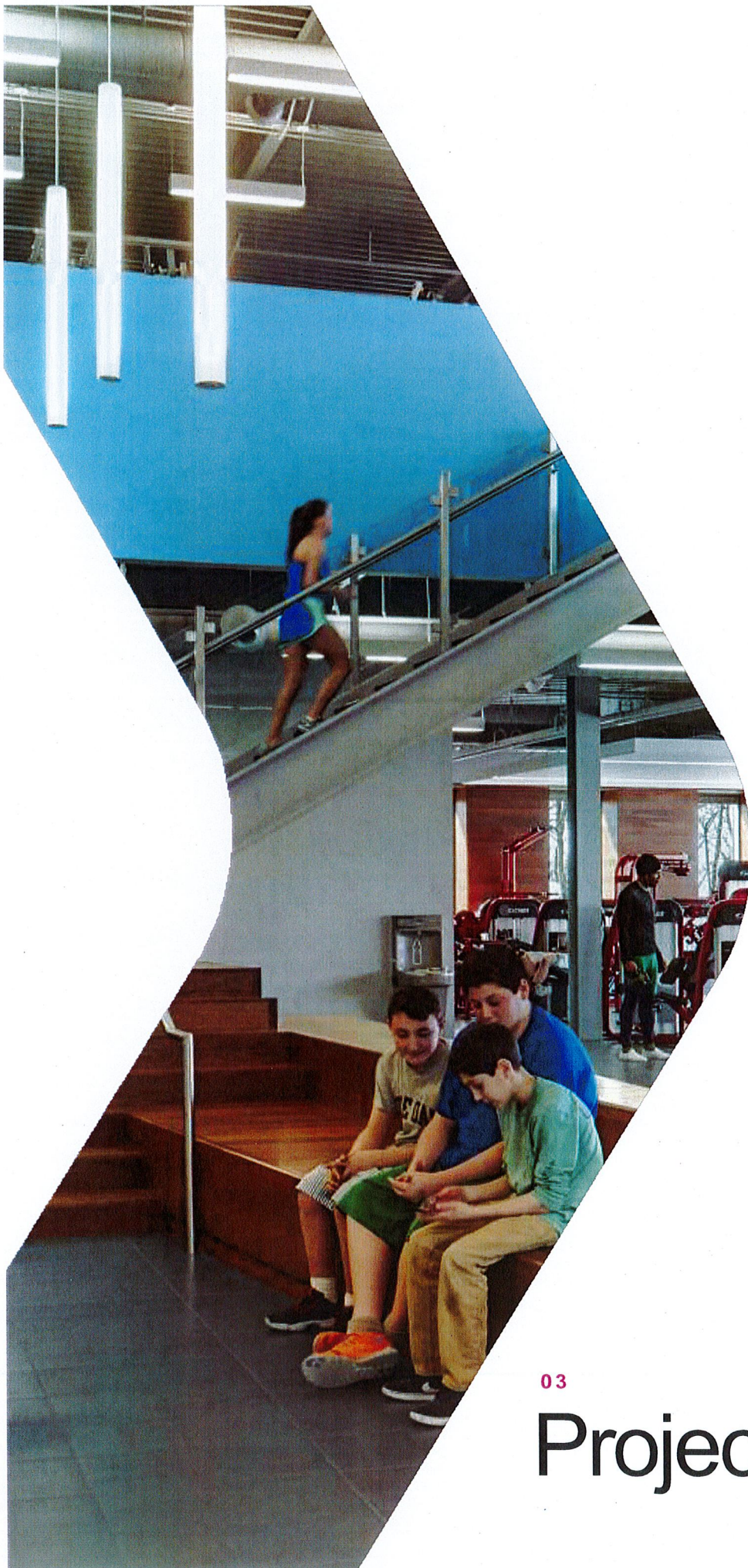
YMCA of Metropolitan Dallas
Dallas TX

YMCA of San Francisco
San Francisco CA

YMCA of Central Ohio
Columbus OH

YMCA of the Virginia Peninsulas
Newport News VA

YMCA of Central Florida
Orlando FL



03

Project Approach



Project Approach

The **Auburn YMCA** ("Owner") has an opportunity to advance, evolve and/or reinvent its real estate platform for reach, growth, impact and sustainability in its service area.

The YMCA provides a mix of programs and services to Auburn and the surrounding community, in both general wellness membership and programming.

The Auburn YMCA facility, initially built in 1939, has not benefitted from a comprehensive capital investment for two decades. As such, it no longer represents the best-in-class, modern thinking that a state-of-the-art YMCA supports and manifests.

As the residents of Auburn and the surrounding region continue to emerge and recover from the pandemic, the Auburn YMCA has wisely shifted its interests toward becoming more of a partnership-driven organization. In doing so – as a location-based service provider – the YMCA would better position itself to further strengthen the local safety net by co-locating with synergistic entities.

The time is ripe to examine the suitability of the current building, site, and location for the next generation of service, and to envision what an optimized facility would look like. To sufficiently do so, the YMCA requires a forward-looking, data-driven strategic framework to guide its capital investment by, in part, comparing its current facility to other possible sites or alternatives.

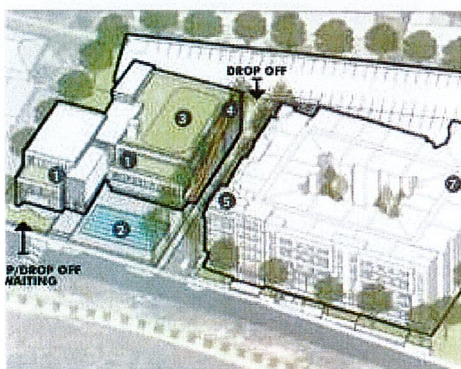
Of additional interest in this study – outside of the typical scope of the study of membership and program opportunities – would be the opportunity to re-imagine the YMCA's role in childcare for the region. Gro will work with the YMCA and its partners in the community to verify the depth of need and offer opinions on recommended quantity (number of locations) and type (stand-alone or membership center adjacent).

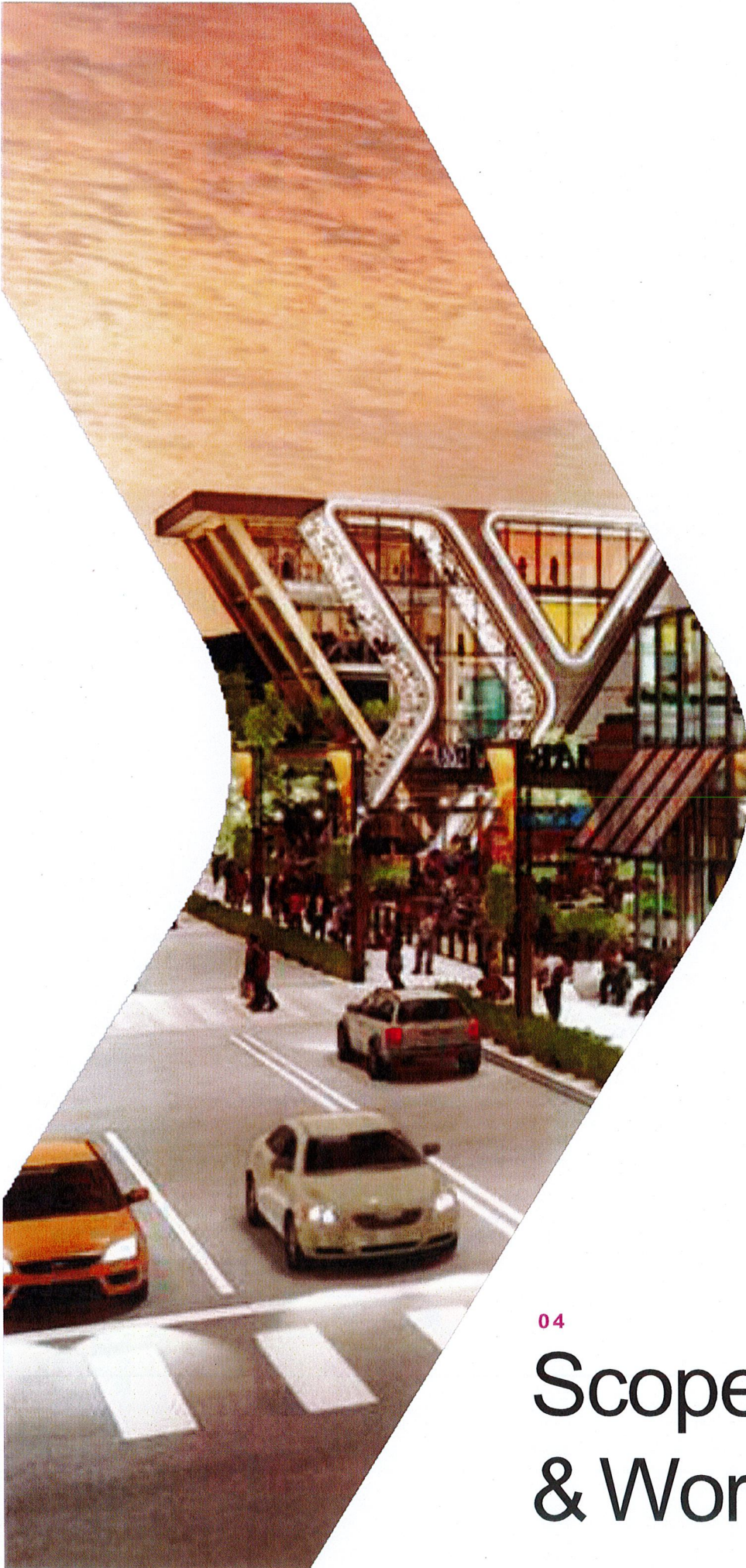
We envision a multi-step process toward establishing the capital investment framework that will guide the YMCA into the next several decades, and in this first step, the YMCA would commission Gro to perform a Single Asset Capital Investment Study.

SINGLE ASSET STUDY

The Study methodology will entail existing conditions assessment, research, community partner and city agency interface, data analytics and the formation of alternative development models. Methodology will lead to identifying various means of optimizing and leveraging real estate assets, both in program and service delivery and as equity in land value or development right to be activated.

The Study outcomes will provide recommended direction, to be identified from multiple possible scenarios for development or redevelopment, taking into consideration such comparable metrics as: yield, cost in development, growth in engagement in service, resulting net operating position and general goodwill in community positioning.





04

Scope of Service & Workflow: SAS

Assessment Of Existing Center / Asset Performance Phase

Duration: up to 4 weeks, in part concurrent

PRIMARY OBJECTIVES

In Phase 1, Gro ascertains the compatibility and performance of the Subject Location relative to the YMCA's opportunity to serve the community via membership offerings, programs, and general reach and impact into the community.

Additionally, the viability of the current site for programmatic and administrative needs—in addition to or in lieu of membership—will be assessed.

The work of this phase of service will dovetail with any facility audits and deferred maintenance funding studies currently on hand, or earlier carried-out by the Association and will, additionally, assess the financial performance of the Subject Location.

TASKS

- a. Assemble and analyze existing conditions materials, reports, documents and data for the respective Subject Location, including site/plot plans and site surveys, zoning assessments and latent development potential, any environmental reports, facility audits, and existing conditions plans and related construction documents, and
- b. Summarize and incorporate tours and physical observations of the existing membership center, and
- c. Assist the YMCA in facilitating a Broker's Opinion of Value for the existing Subject Location (if not already procured and where applicable), and
- d. Analyze market penetration, membership retention, facility utilization, and other metrics and diagnostics pertaining to market, membership and financial performance of the respective Subject Location.

MEETINGS

- One (1) on-site meeting for the purposes of touring the respective Subject Location and any alternative locations, as applicable, and providing a progress report with staff and volunteer leadership.
- When appropriate, meetings with community leaders, prospective partners and other stakeholders shall be scheduled to discuss the scope of potential YMCA capital investment decisions (all such meetings are coordinated with and under the direction and purview of the Owner).
- Other virtual meetings will be scheduled in cooperation with Owner as needed.

DELIVERABLES

- A summary of geospatial and diagnostic analytics.

PHASE TWO

Market Demand & Location Assessment Phase

Duration: up to 4 weeks, in part concurrent

PRIMARY OBJECTIVES

In Phase 2, Gro determines the relevance of the location of, and offerings available at, the Subject Location, relative to demand and perceived interest in YMCA membership, programs and other services in the subject asset's service area. We identify and consider the impact of like-service providers, and the interplay of the Association's other existing programs and facilities/real estate assets (if applicable), one to another.

TASKS

- a. Collect and analyze demographic data for the primary market area for the subject membership center/real estate asset, and
- b. Similarly, collect and analyze demographic data for the primary market area for any considered alternative sites/locations, whether free-standing or identified with or by prospective partners, and
- c. Conduct an analysis identifying any anticipated impact of like service providers upon the anticipated market demand, and
- d. Consider market penetration rate analysis for the subject membership center and each potential development site, referencing the data above, while comparing also current market penetration rate, and
- e. Derive achievable membership participation levels, and corresponding revenue projections, as appropriate, for the subject membership center and alternative development scenarios, and
- f. As appropriate, engage with local/regional municipal agencies, partners and other stakeholders having insight into and/or jurisdiction over capital investment opportunities.

MEETINGS

- One (1) meeting (tbd whether on-site or virtual) for the purposes of providing a progress report with staff and volunteer leadership.
- Alternatively, at the Owner's discretion, in lieu of a progress report with volunteers, one (1) working meeting with staff to review, discuss and advance a draft 50% work product.
- Other virtual or on-site meetings will be scheduled in cooperation with Owner as needed.

DELIVERABLES

- A summary of PMA analytics.

Asset Classification & Determination of Scope of Improvements Phase

Duration: up to 6 weeks, in part concurrent

PRIMARY OBJECTIVES

In Phase 3, Gro classifies the subject membership center relative to its investment class, and as warranted, determines the scope and development costs of all capital improvements necessary, if any, in each alternative scenario, to accommodate achievable performance and engagement levels.

Likewise, iteratively, and inter-related with the above, Gro makes recommendations on scale and timing for asset acquisition/occupancy and defines attributes and impediments to said development or acquisition scenarios.

TASKS

- a. Classify the subject membership center and each potential alternative real estate development option relative to investment grade and recommended real estate asset management action, and
- b. For the Subject Location and each potential alternative development site, determine the scope of improvements necessary to accommodate achievable performance and engagement levels, and
- c. Prepare summaries of said scopes of improvement, with complimentary development budgets and proofs of concept/development concepts, and
- d. Represent these costs in a comprehensive probable budget for development, organizing said costs by option compared, in phases (sequencing) as warranted,
- e. Model the anticipated return on investment and development cost per unit of opportunity for the recommended improvements and development, and
- f. Evaluate and comparatively analyze the above, establishing a rank of interest of preference, comparing the existing membership center location with on-site and off-site alternatives, and
- g. Based upon the above and any known influences or matters of urgency, develop a recommended direction for investment, and a sequence of capital improvement initiatives at the study's subject YMCA membership center and alternative real estate site development options.

MEETINGS

- One (1) meeting (tbd whether on-site or virtual) for the purposes of providing a progress report with staff and volunteer leadership.
- Alternatively, at the Owner's discretion, in lieu of a progress report with volunteers, one (1) working meeting with staff to review, discuss and advance a draft 80% work product.
- Virtual or on-site meetings will be scheduled in cooperation with Owner as needed.

DELIVERABLES

- Detailed analysis of the attributes and qualities of the Subject Location
- A draft summary of possible capital investment positions
- A preliminary projected/draft Capital Stack (as applicable).

Formulate Real Estate & Facility Development Direction Phase

Duration: up to 4 weeks, in part concurrent

PRIMARY OBJECTIVES

In Phase 4, Gro delivers a final recommended Single Asset Capital Investment Program most appropriate and necessary to achieve the program and service delivery objectives, and operating and performance models, for the YMCA related to the identified existing membership center and real estate site development options in the service area of the respective Subject Location.

TASKS

- a. Determine for the Subject Location and any alternative real estate site development option the final scope of facility and site improvements necessary to achieve stated operational objectives in growth and/or efficiency.
- b. Formulate a final likely capital stack for each asset optimization opportunity, with the Supplemental Funding Sources considered in populating the capital stacks to include (a) prospective public grants, (b) New Markets Tax Credits, (c) partnership contributions and (d) asset reallocation in addition to traditional funding sources of (1) capital fundraising and (2) debt financing.
- c. Formalize an opinion for the existing subject membership center and each alternative site development option regarding its application or relevance within the Owner's real estate portfolio, with such categories to include: a) invest, b) reinvest, c) maintain/hold, d) pair, e) acquire/pursue, or (f) divest, and
- d. Combine the above with the earlier completed financial performance and development cost modeling, resulting in a formalized real estate development and capital investment strategy, and
- e. Prepare final deliverables of the Program, making all necessary presentations to the Owner's key leadership and associated community leaders as deemed appropriate, and
- f. Transfer all final deliverables, work output, and products of service to the Owner for use in further socializing the Program, and for use in the Program's general advancement and execution.

MEETINGS

- One (1) meeting (tbd in-person vs. virtual) for the purposes of final presentation with staff and volunteer leadership.

DELIVERABLES

- A final single-asset capital investment program including a final suggested capital stack framework.

Data Requests & Exclusions From Scope Of Work

To add clarity, the following services and data are required for Gro's work in Phases 1 thru 4 but are not included in Gro's scope or fee:

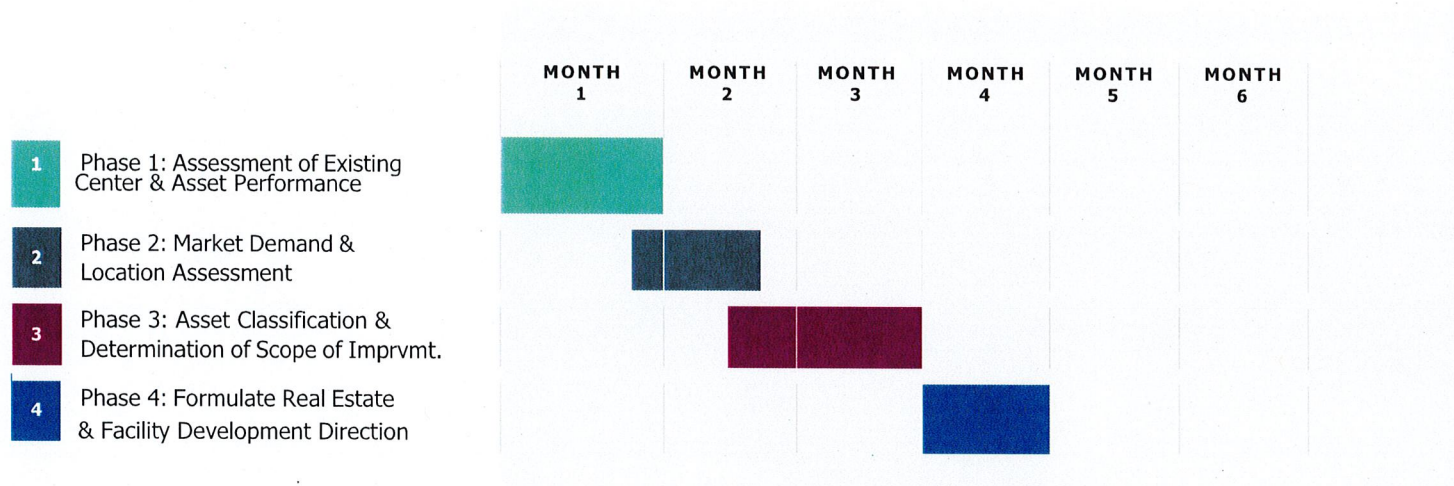
- Generation of supporting market research on the market demand for membership and program offerings (as provided by a 3rd party research/data provider) for the Subject Location's Primary Market Area.
- Digital As-Built drawings ("floorplans") if not available from YMCA archives or working files, for the Subject Location (both current site and any alternative locations that may be the eventual position of a new YMCA if currently improved with a structure). If digital as-built documents are not in the YMCA's possession, Gro will assist (if requested) in identifying vendors to provide or a process through which to procure these items.

The following services and data are suggested (but not required) for Gro's work in Phases 1 thru 4 and are not included in Gro's scope or fee:

- Property Conditions Assessments (PCAs) are excluded from the Scope of Work and are not pre-requisite for this Study, but if detailed deferred/scheduled capital estimates are not currently on-hand for the existing facilities, a PCA is advised if there is any realistic probability that some or all of an existing facility shall be salvaged/reused by the YMCA going forward.

Similarly, if any contemplated alternative new sites will provide an opportunity to assume ownership and occupancy/utilization of an existing structure, a PCA is strongly recommended. Depending on the nature of the partnership surrounding these alternative buildings and their availability to the Owner, would-be partners/grantors may reasonably be expected to share in the costs of these PCAs.

Workflow: SAS





Gro envisions advancing the YMCA's portfolio of community-based centers and real estate assets to be the most innovative, magnetic, inclusive, high-functioning and sustainable places for youth development, personal well-being and community engagement



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RESOLUTION

The undersigned secretary of Young Men's Christian Association & Women's Educational & Industrial Union does hereby certify that at a meeting of the Board of Directors of YMCA, ("Corporation") on 05/21/2024, at which a quorum was present and acting throughout, the following resolution was approved by a majority vote of the entire board:

RESOLVED, by the Board of Directors of Auburn YMCA, that a CEO Search Committee shall be formed to oversee the recruitment, evaluation, and selection process for the next CEO of the organization. Marie Nellenback will be the chair of the committee.

The CEO Search Committee shall:

1. Comprise members appointed by the Board of Directors, representing a diverse range of backgrounds, expertise, and perspectives.
2. Be responsible for developing a job description and qualifications criteria for the CEO position, in consultation with stakeholders.
3. Oversee the recruitment process, including advertising the position, reviewing applications, and conducting interviews.
4. Conduct thorough background checks and reference verifications for shortlisted candidates.
5. Present a final list of recommended candidates to the Board of Directors for consideration and approval.
6. Collaborate with the Board of Directors in negotiating terms of employment and executing the hiring process.

Further resolved, that the CEO Search Committee shall operate in accordance with the bylaws and policies of Auburn YMCA and shall provide regular updates and reports to the Board of Directors regarding the progress of the CEO search.

Be it further resolved that the Board of Directors extends its gratitude to the members who have agreed to serve on the CEO Search Committee and expresses confidence in their ability to fulfill their duties effectively.

Dated: _____ Corporate Secretary:

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

The YMCA Mission:

The YMCA puts Christian principles into practice through
programs that build healthy
spirit, mind and body for all.