

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

**Auburn YMCA-WEIU
BOARD OF DIRECTORS
Regular Board Meeting Agenda
June 18, 2024
Location – Camp Y-Owasco
Camp Tour – 4:30pm**

- I. Call to Order:** Robert Scarbrough
- II. Consent Agenda:** Robert Scarbrough
- A. Acknowledgement of any conflict of interest
 - B. Approval of the May 21, 2023 Board Meeting Minutes
 - C. Approval of Committee Minutes
- III. Finance Report:** Anne Marie Smith/Michael Barrigar
- A. Financial Report
- IV. Board Chair Report:** Robert Scarbrough
- A. Management Agreement Resolution
 - B. Capital Campaign Committee Resolution
- V. Capital Campaign:** Robert Scarbrough
- A. gro – Rod Grozier
 - B. Linda Schieber Consulting
- VI. Adjournment**

NEXT MEETING: September 17, 2024

YMCA-WEIU
Board of Directors Meeting Minutes
Date: May 21, 2024 @ 5 pm
This meeting was at Lyons National Bank 311 Grant Ave. Auburn, NY 13021

Present	Staff Present
Dan Walter Claire Petrosino Ray McKee Chris White Kelley Gridley: zoom Anne Marie Smith Maggie Janish Bob Scarbrough Marie Nellenback Christina Selvek David Tehan Ryan Donohue	Cheryl Pusztai- YMCA of CNY Amy Wallner Denise Guzewicz Michael Barrigar Stephanie Bale Guests: Rod Grozier Danny Forrester
Excused	Documents distributed by email
Will Page Josh Royce Lucas Ferrin	1. Agenda for June 2. June Board Minutes 3. Finance Packet 4. Management Agreement Resolution 5. Capital Campaign Committee Resolution 6. GRO- Rod Grozier 7. Linda Schreiber

Call to order at 5:02 pm by Bob Scarbrough

Item	Decision & Action Required
<p>Mission Moment: Kim Cupylo spoke about the scholarships that we are offering this summer. We have provided a 100% scholarship for 3 families. (a set of twins whose father committed suicide earlier this year, a 9-year-old who lives with grandma & she is completing chemo this summer, and a young girl whose mom died last year of cancer). These scholarships will allow these children to be "kids" over the summer instead of home worrying about what is going on in the "adult" world.</p>	<p>N/A</p>
<p>Consent Agenda:</p> <p>Conflict of Interests Approval of BOD minutes for April 2024 Approval of Committee Minutes</p>	<p>No Conflicts of Interest. Approved unanimously</p>
<p>Finance Report: Anne Marie Smith</p> <p>Copies of 2023 Financial Statements, Report to the Board of Directors, and tax form 990 prepared by the Independent Auditors Dannible & McKee, LLP were made available to all BOD members.</p> <ul style="list-style-type: none"> • 2023 Statements Received an Unmodified Opinion- this is the cleanest opinion the auditors can provide. • There were no material errors or fraud during the audit, and they did not identify any deficiencies in internal control they considered material weaknesses. • They did not become aware of any significant noncompliance with laws, regulations or illegal acts. • Management cooperated with their requests and provided access to information to complete the audit. They encountered no difficulties in performing and completing the audit. 	<p>Motion: Anne Marie Smith, Marie Nellenback</p> <p>Resolution to approve audit documents financial statements, report to BOD, Tax 990</p> <p>Approved unanimously</p>

Board Chair Report: Bob Scarbrough

CEO search committee will be formed, Marie Nellenback will be chair. Bob has been interviewing Linda Schreiber, who works with GRO and suggests contracting her services for \$11,600. The original amount to retain the services for GRO were reduced tremendously to \$33,000. A presentation given via zoom by Rod Grozier and Danny Forrester from Gro in which they thanked Bob and elaborated on what a pleasure he is to work with.

Motion: Bob Scarbrough to form CEO Search Committee, Chair is Marie Nellenback
Approved
Unanimously

Resolution: Form CEO Search Committee, Chair is Marie Nellenback

Motion: Marie Nellenback to hire Linda Schreiber amount \$11,600
Approved
Unanimously

Resolution: Hire Linda Schreiber, for \$11,600

Resolution: GRO in the amount of \$33,000

2024 Capital Projects: Chris White

No official April Meeting

New Board Member Bios:

Doug Tomandl
Charlie Wallace
Christian Maher
Christopher Courtney

All four names submitted were approved, this will bring the total number to 18 members, and looking to remain at that number.

CEO Updates: Cheryl Pusztai

Cheryl thanked everyone who attended and helped to make the Donor Social a success, along with reminding everyone of that camp clean-up day will be Thursday May 30th, Downtown Auburn Mile will be August 9th, and there is a United Way Cancer Screening (Cortland) scheduled for 08/01. Camp Y-Owasco is looking for a Medical Director if anyone is aware of a Nurse, or EMT please pass along the information. Membership update, currently at 1775 when compared to 12/2018 membership was in 1765.

Motion: Bob Scarbrough
Move to go to executive session at 6:48pm
Second: Marie Nellenback/ Maggie Janish

Respectfully Submitted,
Denise Guzewicz



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 06/18/2024, at which a quorum was present and acting throughout, the following resolution was approved by a majority vote of the entire board:

RESOLVED approval to enter into a Management Agreement with Operational Assessment with the YMCA of Central New York effective July 10, 2024 through July 9, 2025.

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.



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RESOLVED, by the Board of Directors of Auburn YMCA, that a Capital Campaign Committee be Established effective 06/18/2024.

Further resolved, that the Capital Campaign 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 Capital Campaign Committee.

Be it further resolved that the Board of Directors extends its gratitude to the members who have agreed to serve on the Capital Campaign 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.



FOR YOUTH DEVELOPMENT[®]
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

YMCA-WEIU
Finance Committee

June 11, 2024

4:30 pm at Auburn YMCA
Zoom Meeting (See email)

Mission Statement:

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

AGENDA

- | | | |
|------|---|------------------|
| I) | Call to Order | Anne Marie Smith |
| II) | Consent to Approve agenda and April 9, 2024 Finance Committee Meeting Minutes | Anne Marie Smith |
| III) | Review of Financials & Dashboard
May 2024 | Michael Barrigar |
| IV) | Deliverables and planning | Anne Marie Smith |
| V) | Discussions | All |
| VI) | Adjourn | |

Auburn YMCA

Finance Committee Meeting May 14, 2024

4:30 pm at the Lyons National Bank

Also available via Zoom

Committee Attendance: Bob Scarbrough, Marie Nellenback, Anne Marie Smith,

Guests: Kelley Gridley, Angela Janack and Elaine Buffington (Dannible & McKee accounting firm)

Excused: Ray McKee

Staff Attendance: Cheryl Putzai, Amy Wallner, Denise Guzewicz

4:33pm Called to Order

- I. Consent to approve agenda and Meeting minutes for May 14, 2024 Meeting:
 - a. Motion to accept minutes, made by Anne Marie Smith, Seconded by Marie Nellenback
 - b. Approved Unanimously
- II. Annual Audit: Ms. Smith shared that the 2023 annual audit was performed by Dannible & McKee, LLP. Angela Janack, CPA and Elaine Buffington, CPA from Dannible & McKee provided a full report. Key components of the audit include:
 - a) Overall there were no significant deficiencies or material weaknesses in their findings. Several adjustments and recommendations were made to management, all of which management is in the process of assessing and/or implementing.
 - b) All attendees were given the opportunity to ask questions throughout the presentation. Kelley Gridley asked for clarification on inventory and endowments. Inventory was below the materiality scope and the Endowments remain consistent in principle while the investments change. Robert Scarbrough asked for clarification on the timing of implementation of the recommendations and Angela Janack responded that she would hope to see them implemented by the end of the fiscal year.
 - c) Anne Marie Smith asked if given the acquisition of Buffington Associates by Dannible and McKee, LLP will the Auburn YMCA-WEIU continue as a client based on the size of the organization. Elaine Buffington and Angela Janack both commented on this, Angela will be taking over as the primary next year when Elaine retires. Due to the amount of work involved an increase in cost is expected for next year. They suggested trying to schedule a time outside of "the normal tax year" may possibly help offset cost, but ultimately the Auburn YMCA-WEIU remains a target client
 - d) Praise was given to Michael Barrigar by Elaine Buffington and Angela Janack for his fast response and corporation during the audit by Anne Marie Smith. She also acknowledged Michael's good work especially while faced with some extremely difficult challenges such as staff changes, and vacancies, in addition to being a new employee of the Auburn Y himself.
- I. Anne Marie Smith provided a brief overview of the variance report and dashboard. No questions were provided on the report, however there were questions on the cost analysis and the state of

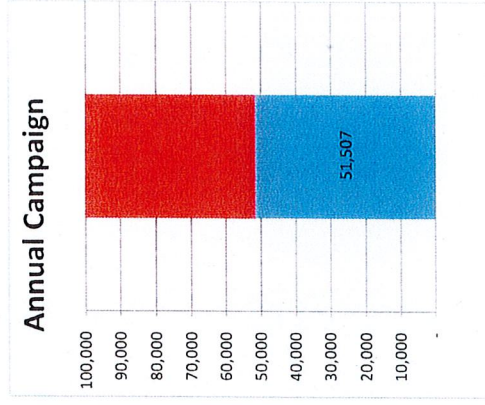
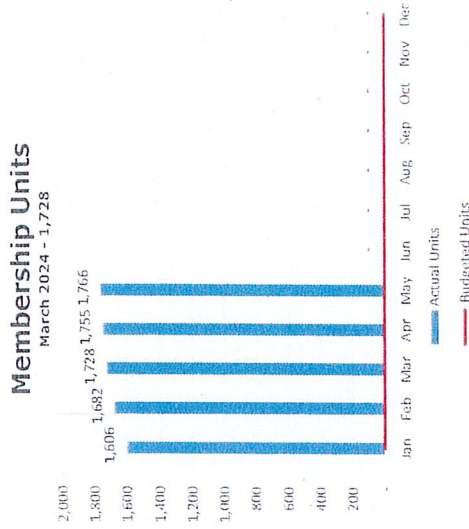
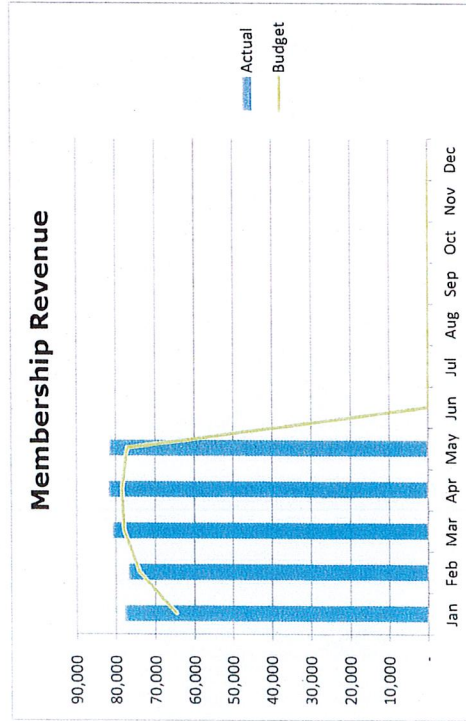
programs. Cheryl Pusztai suggested that in June an annual forecast and current project study be discussed with Michael in attendance.

II. There being no further business the **Meeting adjourned at 5:30pm**

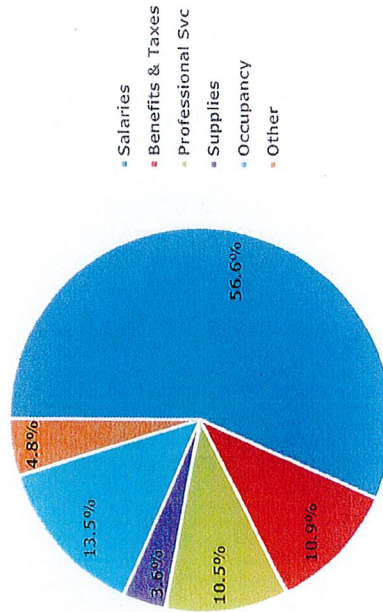
Respectfully Submitted by,
Denise Guzewicz

Auburn YMCA-WEIU Financial Dashboard

05/31/2024 Month End Report



Expenses



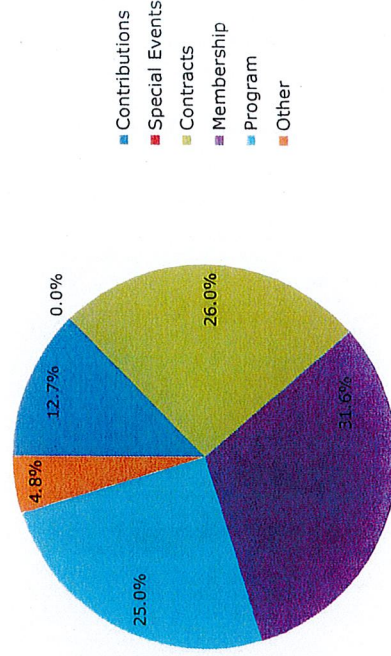
Productivity Ratio
 Salaries+Related/Operating Revenue

Productivity Ratio = $\frac{792,964}{1,264,851}$ **62.7%**

(YUSA Benchmark $\leq 60\%$)

12 month Rolling Ratio **72.6%**

Revenues



Association Summary

	Actual	MTD Budget	YTD Budget	Actual	YTD Budget	Variance
Revenue						
Contributions	10,833	6,646		47,749	38,229	9,520
Foundations	-	-		61,124	29,792	31,332
Annual Campaign	6,665	3,355		51,507	70,233	(18,726)
Special Events	228	1,000		178	3,000	(2,822)
Contracts/Grants	67,516	77,633		328,353	356,855	(28,502)
Membership	81,692	76,953		399,306	380,382	18,924
Program:						
Aquatics	1,616	6,800		22,793	27,180	(4,387)
Wellness/Sports	3,196	1,660		20,155	20,885	(730)
Child Care	47,948	42,705		272,770	216,781	55,989
Camp	-	-		-	-	-
Other	10,146	4,436		60,916	52,150	8,767
TOTAL	229,840	221,187		1,264,851	1,195,487	69,364
Expenses						
Salaries	127,932	146,844		664,587	750,598	86,011
Benefits & Taxes	23,763	25,050		128,377	133,093	4,716
Professional Svc	32,573	19,815		122,853	112,956	(9,896)
Supplies	9,422	22,155		42,426	85,193	42,767
Occupancy	35,509	24,381		158,734	116,048	(42,686)
Other	12,310	13,250		56,452	63,774	7,322
TOTAL	241,510	251,494		1,173,429	1,261,663	88,234
Net Change in Assets	(11,670)	(30,307)		91,423	(66,175)	157,598

Statement of Financial Position

Operating Cash	724,795
Board Designated Cash	936,065
Other Current Assets	285,713
Noncurrent Assets	9,522,699
Total Assets	11,469,271
Current Liabilities	820,419
NonCurrent Liabilities	407,313
Total Liabilities	1,227,732
Net Assets	10,241,539
Unrestricted	6,413,541
Temporarily Restricted	2,431,214
Permanently Restricted	1,396,784
Total Liabilities & Net Assets	11,469,271

Investment Accounts

General Endowment
Capital Endowment

Market Value	12/31/2023	5/31/2024	Variance
	3,416,721	3,539,238	122,517
	920,195	965,045	44,850
	4,336,917	4,504,284	167,367

YUSA Benchmarks

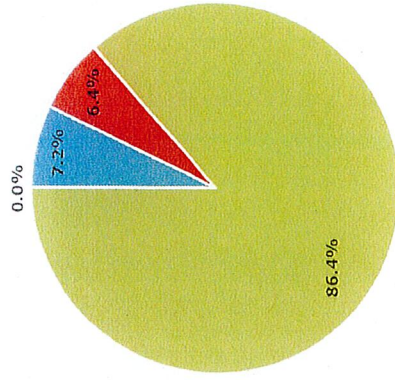
Unrestricted Net Assets as % of Total Assets
Current Ratio (liquidity)
Annual Charitable as % of Operating Revenue
Operating Margin

≥ 60%
≥ 1.5
≥ 15%
≥ 3%

Current

62.6%
2.02
12.7%
7.2%

Program Revenue



- Aquatics
- Wellness/Sports
- Child Care
- Camp

Variance Report

Auburn YMCA-WEIU

5/1/2024 - 5/31/2024

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 and contribution was received in May. Annual Support Campaign is just over halfway to its Year End Goal. Amy Wallner provided a mid year update to Bob Scarbrough, Dawn Wayne, Cheryl, and Michael. There will be a meeting to discuss meeting the year end goal.
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Special Events and Rental Revenue	Rental Revenue is up over budget \$972 from a Camp Rentals by two school groups. This was not budgeted for May.
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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 \$4,725 of OCFS grant dollars for the month of May, less than anticipated. OCFS released and paid to the Auburn YMCA, \$45,908 of Grant Stabilization dollars, in May 2024. This money is parked in Deferred Contributions on the balance sheet. Nearly \$34K of the new grant funding is earmarked for Retention bonus payouts. There are parameters to this expenditure and we are working on a spend down plan.
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Membership Fees	Membership continues to outperform budgeted numbers. April membership tally: 3,090 total members supported by 1,766 units. At this time last year membership tallied 3,003 members supported by 1,755.
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Program Revenue	Program Revenue is 86% related to Child Care. Program Revenue surplus continues to be driven by SACC performance. May SACC revenue is up \$6,701 over budget. Youth and Adult Swim revenue had \$5,650 of revenue budgeted in May. This program revenue was recognized in the prior month of April. YTD, Program Revenue is 19% over budgeted Goal.
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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.
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Miscellaneous Revenue	Last year in 2023 there was an overpayment to First Student, Inc. for transportation services related to Camp. Since it pertains to 2023 business, which is closed, the overpayment is captured as Miscellaneous Revenue in 2024.
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Expenses

Salaries, Benefits, and Payroll Taxes:	Salary, Benefits, and Payroll Tax components are \$20,198 better than budgeted to May. Productivity ratio, based on YTD figures, is at 62.7%. *Payroll Taxes include Workers Comp, Disability, and Unemployment Insurance.* The agency's 12 month rolling average has dropped from 76.3% in January 2024 down to 70.5% as of the end of May.
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Variance Report
Auburn YMCA-WEIU
5/1/2024 - 5/31/2024

Variance Explanation	
Account Group	May's Professional Services balance of Dannible and McKee's YE Audit/Tax Filing invoice of \$7K while budgeted it is creating a timing issue. Our Active Net training from April was invoiced and posted in May in the amount of \$1,400. This was a non-budgetary item.
Professional Svc	
Supplies and Occupancy	Camp Maintenance and Repair experienced \$8,300 in services for tree removal and clean up and minor shingle roofing repairs. The Auburn YMCA experienced an issue with the Hot Water Boiler and the repair cost just over \$2,800. When adding both components together, YTD Supplies and Occupancy are 99.9% within budget. This will continue to be a issue the rest of the year. I have began a document to capture definition for General Ledger accounts to help correct this issue in the next year's budget.
Equipment	The agency upgraded its network router and licensing in the amount of \$4,377. This was budgeted for later in the year but we were presented significant savings of nearly 58% by purchasing now.
All other Expenses	No significant items to report.
Change in Net Assets	The agency projected a budgeted loss for the period of (\$30,306). While we did experience a loss of (\$11,699), we did out perform the budget by nearly \$18,636, which is directly related to our ability to perform operations with less salaries than anticipated. YTD we maintain a surplus of \$91,422 against a budgeted deficit for this point in time. Membership and Programming combined are out performing the budget by 25% and we are again performing with these operations with less salaries than anticipated.
ADDITIONAL NOTES	May 2024 Reclass Item:
	The Auburn YMCA received two awards from the Stanley Metcalf Foundation, each in the amount of \$50K, towards the HVAC project. The first award was received in October 2023 and parked on the balance sheet in Deferred Contributions. It was recognized as income in February of 2024 when an associated expense for this same project occurred. The second award was received in March 2024 and parked on the balance sheet in Deferred Contributions. This second receipt was NOT originally recognized as income in 2024 and remained parked in Deferred Contributions thru the month of April 2024.
	Based on the Year End Audit by Dannible and McKee, grant awards without pay back stipulations are to be recognized as revenue when received. The Stanley Metcalf Foundation awards were provided to the Auburn YMCA without a payback stipulation. Since there is no obligation to return the money, the grant awards are to be recognized as revenue according to the fiscal period in which they were received.
	Since the first contribution was received in 2023, Dannible and McKee provided a YE Reclass Entry to recognize the first \$50K in the fiscal period of 2023. Because this first contribution was originally recognized as Foundation and Trust Income in February 2024, a subsequent reclassification entry in May 2024 was made, removing this same \$50K from the Foundation and Trust income from 2024's fiscal period. This subsequent entry is needed to correct the timing issue.
	Following the same guidelines provided by the auditors, the second grant award from Stanley Metcalf received in March 2024 and parked in Deferred Revenue has been recognized as revenue in May 2024 against Foundation and Trust Income.
	These subsequent 2024 reclassification entries were discussed with Dannible and McKee auditors. There is no change to the MTD or YTD revenue or Change in Net Assets for 2024. It is understood by Management that the only reason there is no change in 2024's overall revenue recognition is because (1) there happened to be more than one Grant Award and (2) both Grant Awards were for the identical dollar amount.

Period 5 May 2024

Expenses

Statement Of Financial Position Report
Auburn YMCA-WEIU
05/31/2024

Account Number	Account Name	May 31 2024	May 31 2023
		Account Balance	Account Balance
6030	Petty Cash Funds	400.00	400.00
6110	Operating Cash	268,795.80	188,271.59
6111	Cash Payroll	19,076.16	3,229.85
6112	Camp Maintenance Reserve	220,837.48	186,831.03
6113	Auburn Maintenance Reserve	149,584.28	134,011.23
6114	Money Market Cash	436,522.87	633,006.76
6117	Bon-Ton Roulet (6117)	89,050.34	76,094.75
6118	Bon-ton Checking	5,190.00	2,818.24
6119	Bon Ton Savings	243,679.26	201,220.86
6120	M&T Checking	37,329.83	112,713.83
6121	Courtney Komanecy Scholarship	17,294.45	19,956.70
6130	General Maintenance Reserve	130,608.43	130,806.64
6150	Special Club Account	42,490.55	39,877.60
6301	Accounts Receivable (6301)	65,020.00	0.00
6305	Customer Accounts Receivable	109,013.81	76,884.67
6307	Future Customer Accounts Receivable	407,313.23	320,131.93
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	32,483.94	14,068.67
6620	Prepaid Expenses - Other General	2,424.44	0.00
6690	Prepaid Expenses - Other	69,101.08	33,312.92
6700	Long-Term Investments	4,336,916.88	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	-4,773,650.11	-4,623,105.55
6930	Maintenance Equip	33,069.71	33,069.71
6931	Program Equipment	592,424.89	602,593.32
6932	Furniture & Fixtures	207,803.60	207,803.60
6933	Office Equipment	165,443.50	171,997.37
6934	Camp Equipment	95,880.32	95,880.32
6935	A/D Maintenance Equip	-30,657.02	-28,426.78
6936	A/D Program Equipment	-570,506.94	-557,768.59
6937	A/D Furniture & Fixtures	-207,229.39	-206,678.81
6938	A/D Office Equipment	-156,630.31	-153,073.47
6939	A/D Camp Equipment	-95,547.00	-93,718.81
6960	Other Assets (6960)	6,800.00	6,500.00
6980	Construction In Progress	89,244.02	0.00
Total Assets		11,469,271.43	10,788,228.59

Statement Of Financial Position Report

Auburn YMCA-WEIU

05/31/2024

Account Number	Account Name	May 31 2024	May 31 2023
		Account Balance	Account Balance
7110	Accounts Payable (trade)	59,527.99	61,922.56
7120	Customer Account Credits	9,593.51	10,068.64
7130	Refund Clearing Account	543.50	0.00
7200	Accrued Expenses	2,850.00	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	9,594.44
7311	Federal Tax Withheld	0.60	0.00
7343	NYS Disability Withheld	421.45	511.09
7344	NYS Paid Family Leave	948.94	1,506.15
7350	Capital Campgn Contr	200.50	0.00
7352	United Way (7352)	16.00	0.00
7370	Sales Tax Payable	7.35	0.00
7371	County Sales Tax Payable	17.28	0.00
7410	Deferred Contributions	110,455.76	0.00
7421	Contract Liabilities - Gift Certs	10,456.15	10,001.00
7430	Contract Liabilities- Membership	45,412.84	35,406.17
7440	Contract Liabilities- Bon Ton	19,949.26	7,641.77
7450	Contract Liabilities - Programs	351,330.00	313,060.00
7455	Contract Liabilities - Camp/CC	561,401.69	465,494.47
Total Liabilities		1,227,732.23	991,257.94
8000	Net Assets Without Donor Restr	5,166,292.60	5,166,292.60
8010	Net Assets With Donor Restrict	3,529,191.00	3,529,191.00
8011	Net Income	1,117,222.02	1,117,222.02
Total Net Assets		9,812,705.62	9,812,705.62
Total Net Assets without Donor Restrictions		6,283,514.62	6,283,514.62
Total Net Assets with Donor Restrictions		3,529,191.00	3,529,191.00
Total Net Assets		9,812,705.62	9,812,705.62
2023 Income Over Expenses		337,226.65	-15,734.97
2024 Income Over Expenses		91,606.93	0.00
Adjusted Net Assets		10,241,539.20	9,796,970.65
Total Liabilities and Net Assets		11,469,271.43	10,788,228.59



Auburn YMCA-WEIU
Membership Report
May 2024

Category	Yearly	Monthly	4/30/2024	5/31/2024	Diff
Youth	\$ 318.00	\$26.50	339	331	-8
Young Adult	414.00	34.50	118	126	8
Senior	546.00	45.50	251	264	13
Adult	558.00	46.50	347	361	14
Health Center	678.00	56.50	240	227	-13
Family	1056.00	88.00	411	402	-9
Family/HC	1296.00	108.00	49	55	6
Memberships (units)			1755	1766	11

Auburn Y Membership 2021-2024 Comparisons



Auburn YMCA

Scholarship Reporting by Dept for **May 2024** Year to Date

	YTD Actual	YTD Budget	Prior YTD
Aquatics - (Dept 2)			
Program Revenue	22,792.58	27,180.00	23,779.03
Scholarships	0.00	0.00	0.00
Net Revenue	\$ 22,792.58	\$ 27,180.00	\$ 23,779.03
	0.0%	0.0%	0.0%
Wellness / Sports - (Dept 3 & 5)			
Program Revenue	20,155.00	20,885.00	19,002.00
Scholarships	0.00	0	0.00
Net Revenue	\$ 20,155.00	\$ 20,885.00	\$ 19,002.00
	0.0%	0.0%	0.0%
Youth Childcare (Dept 7)			
Program Revenue	13,321.00	12,750.00	9,950.00
Scholarships	0.00	0.00	48.00
Net Revenue	\$ 13,321.00	\$ 12,750.00	\$ 9,998.00
	0.0%	0.0%	-0.5%
Preschool (Dept 8)			
Program Revenue	95,564.06	92,000.00	74,542.48
Scholarships	-2,801.92	-3,316.10	-3,316.10
Net Revenue	\$ 92,762.14	\$ 88,683.90	\$ 71,226.38
	2.9%	3.6%	4.4%
SACC (Dept 9)			
Program Revenue	173,255.06	128,676.00	201,034.54
Scholarships	-6,567.85	-13,328.85	-13,328.86
Net Revenue	\$ 166,687.21	\$ 115,347.15	\$ 187,705.68
	3.8%	10.4%	6.6%
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	\$ 325,087.70	\$ 281,491.00	\$ 328,308.05
Scholarships	\$ (9,369.77)	\$ (16,644.95)	\$ (16,596.96)
Net Revenue	\$ 315,717.93	\$ 264,846.05	\$ 311,711.09
% of Scholarship	2.9%	5.9%	5.06%
Membership (Dept 13)			
Program Revenue	452,377.86	440,461.50	411,599.56
Scholarships	-53,071.72	-60,079.28	-50,031.09
Net Revenue	\$ 399,306.14	\$ 380,382.22	\$ 361,568.47
% of Scholarship	11.73%	13.64%	12.16%
Total Scholarship			
	\$ (62,441.49)	\$ (76,724.23)	\$ (66,628.05)

2024 vs 2023 Summer Programming Registration Comparison

	2023		% Increase		2024		% Increase
Weekly Tuition	YMCA Member	\$225	-	Weekly Tuition	YMCA Member	\$250	10.00%
	General Public	\$265	-		General Public	\$325	18.46%
1	12	Maximum Participants 30		1	14	Maximum Participants 16	Waitlist 0
2	15			2	16		1
3	16			3	21		2
4	27			4	16		1
5	20			5	16		1
6	20			6	16		1
7	15			7	16		3
8	29			8	16		1
9	8			9			
	162				131		
	2023		% Increase		2024		% Increase
Weekly Tuition	YMCA Member	\$215	-	Weekly Tuition	YMCA Member	\$230	6.52%
	General Public	\$250	-		General Public	\$300	16.67%
1	38	Maximum Participants 44		1	44	Maximum Participants 44	Waitlist 3
2	36			2	44		3
3	40			3	44		2
4	42			4	44		4
5	43			5	44		5
6	43			6	44		1
7	42			7	44		4
8	43			8	43		8
9	42			9			
	369				351		

2024 vs 2023 Camp Y-Owasco Registration Comparison

Camp Y-Owasco 2023				% Increase
Day Camp	Max	YMCA Member	\$245	4.26%
		Non-Member	\$305	8.93%
116	130			
80	130			
132	132			
79	80			
95	95			
68	70			
55	59			
112	115			
100	100			
837	911	% Increase		
Sleep Over		YMCA Member	\$25	25.00%
		Non-Member	\$25	25.00%
Resident Camp	Max	YMCA Member	\$385	4.05%
		Non-Member	\$480	4.35%
55	55			
38	40			
68	70			
75	75			
236	240	% Increase		
CIT 5 of 12		YMCA Member	\$615	0.04
		Non-Member	\$695	0.04
LIT 5 of 12		YMCA Member	\$620	0.04
		Non-Member	\$700	0.04

Camp Y-Owasco 2024				% Increase
Day Camp	Max	YMCA Member	\$255	3.92%
		Non-Member	\$320	4.69%
55	65			Waitlist 11
122	130			
122	130			
46	50			
105	130			
47	50			
104	130			
98	100			
699	785			% Increase
Day Camp Sleep Over		YMCA Member	\$30	20.00%
		Non-Member	\$30	20.00%
Resident Camp	Max	YMCA Member	\$400	3.90%
		Non-Member	\$500	4.17%
79	80	Waitlist 25		
80	80			
159	160			% Increase
CIT ___ of 12		YMCA Member	\$645	4.65%
		Non-Member	\$730	4.79%
LIT ___ of 12		YMCA Member	\$615	-0.81%
		Non-Member	\$695	-0.72%



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**YMCA of the USA
MANAGEMENT AGREEMENT WITH OPERATIONAL ASSESSMENT**

This Management Agreement ("Agreement"), made as of this 10th day of July, 2024 ("Effective Date") by and between the YOUNG MEN'S CHRISTIAN ASSOCIATION AND WOMAN'S EDUCATIONAL AND INDUSTRIAL UNION OF AUBURN, N.Y. (hereinafter "Auburn YMCA"), and the YOUNG MEN'S CHRISTIAN ASSOCIATION of Central New York, Inc. (hereinafter "YCNYS") (hereinafter individually referred to as an "Association" or collectively referred to as "Associations"), both not-for-profit corporations with 501(c)3 status, duly incorporated and in good standing under the laws of the State of New York.

WITNESSETH:

WHEREAS, Auburn YMCA requires the services of a CEO that meets YMCA of the USA's National Committee on Membership Standards (hereinafter "NCMS") certification requirements; and

WHEREAS, YCNYS will provide the required CEO leadership through the terms of this Agreement; and

WHEREAS, the Associations seek to develop and improve the spiritual, social, mental, and physical life of youth and adults in accordance with the mission of the YMCA; and render such services to the community as well as secure better economic, social, and moral conditions for youth and adults, in cooperation through a management assistance agreement; and

WHEREAS, the Associations are committed to a leadership style of collaboration, communication, consultation, participation, responsibility, and trust; and

WHEREAS, the Associations are committed to a holistic approach to wellness, embracing healthy spirit, mind, and body for all; and

WHEREAS, the Associations are committed to all members of the community, including men, women, and children of all ages, incomes, abilities, races, and religions without regard to ability to pay; and

WHEREAS, the Associations recognize that by entering into the Agreement they can identify areas to improve the quality, cost effectiveness and efficiency of



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management and potential growth, and they have a mutual desire to enter into such an agreement for this purpose.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants and promises set forth herein, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the Associations agree as follows:

1. Leadership. YCNY will provide interim senior leadership of the operations of Auburn YMCA by a senior level professional. This leadership will be subject to the directions and policies established by the Auburn YMCA board of directors. Specific objectives and expectations will be agreed upon by both Associations. The YCNY will have a senior leadership representative on-site 6-8 days per month (1-2 days per week) and will provide remote consultation when not on-site. In addition to on-site leadership, YCNY will also provide support and/or consultation from corporate staff necessary for the successful operation of the Auburn YMCA including but not limited to: human resources, finance, financial development, marketing, operations, program, aquatics, and facility management.

YCNY will provide oversight to and attend, as appropriate, meetings of the Executive, and Finance Committees, and the board of directors of the Auburn YMCA; and help with preparation, including working with volunteer leadership to coordinate agendas, other materials, and other committee meetings determined appropriate and necessary.

2. Goals and Services. Utilizing the previously completed finance and mission/cost study dated March 2023, an operating assessment will be conducted and presented within the first 180 days of the Effective Date in order to provide the Auburn YMCA with a list of operational priorities (deficiencies and/or areas to implement "Best Practices" as they relate to those areas outlined in Attachment A (attached hereto and made a part hereof)).

3. Costs of Agreement. The Auburn YMCA shall make monthly payments (due by the 1st of each month) of \$8,000 to YCNY during the duration of the Management Agreement ("Management Fee"). In addition, the Auburn YMCA agrees to reimburse YCNY for mileage at the IRS standard mileage rate (currently \$0.625 per mile) for trips between the Auburn YMCA and YCNY. The YCNY will submit a mileage report and payment from the Auburn YMCA shall be payable monthly to the YCNY at the time of delivery. The Management Fee shall be prorated for any partial month during the term of this Agreement.

Any fees or additional costs for special projects, systems, shared services, or other support, not otherwise specified in this Agreement, shall be agreed to by both Associations in advance, in writing.

4. Term of Agreement. This Agreement shall be effective July 10, 2024,



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and shall end on July 9, 2025.

In the event either Association desires to terminate this Agreement before the expiration of the Term, either Association may do so with thirty (30) days' advance written notice to the other Association, except either Association may terminate this Agreement immediately for cause, if the other Association breaches any provision of this Agreement, in the event of the failure of any representation or warranty made by either Association or in the event any action or inaction of either Association or its Board of Directors is deemed by the other Association to jeopardize or threaten to jeopardize the tax exempt status of either Association or violates the purposes or powers of either Association. Also, if Auburn YMCA is not currently active in a CEO search, sixty (60) days notice would be required.

5. Confidentiality. It is necessary for both the YCNY and Auburn YMCA to understand and respect the confidentiality issues present in the sharing of systems of operations including financials, programmatic and membership data. Each Association acknowledges that such information is confidential, valuable, and proprietary to the Association providing such information. The Associations agree that the Association receiving such confidential information will hold and treat it in the strictest of confidence, and will not, directly or indirectly, disclose or permit any employee, officer, volunteer or agent, who handles the confidential information in order to perform a Association's duties under this Agreement, to disclose the confidential information to any other person, firm or entity without the prior written authorization of the Association providing the confidential information. Neither Association will use or permit to be used, any confidential information in any fashion or manner detrimental to the interest of the other Association. Each Association will take all appropriate precautions to limit the dissemination of the confidential information only to those employees, officers, volunteers, and agents who have need to know of the confidential information, and who are specifically aware of this Agreement and agree to honor it. Upon the termination of this Agreement, each Association agrees to maintain the confidentiality of all confidential information received from the other Association.

6. Indemnity. The Auburn YMCA agrees to protect, indemnify, defend, and save harmless YCNY and its directors, officers, employees, successors, and assigns, from and against any claims of third party arising out of the activities of the Auburn YMCA. The indemnity obligations under this Section shall survive the termination of this Agreement.

7. Insurance. The YCNY will be added as an Additional Insured for the Comprehensive General Liability Insurance policy. The Auburn YMCA shall deliver a Certificate of Insurance to the YCNY, confirming the coverage required hereunder and confirming that such coverage may not be cancelled during the period of this assessment.

8. cooperate, in good faith and in a commercially reasonable manner, to



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The Auburn YMCA shall maintain at its expense during the term of this Agreement comprehensive general liability insurance for personal injury, death or property damage arising out of negligence by the YCNY and/or its agents. The insurance shall be in the minimum amount of one million dollars (\$1,000,000) per occurrence.

The YCNY shall maintain at its expense during the term of this Agreement comprehensive general liability insurance for personal injury, death or property damage arising out of negligence by the Auburn YMCA and/or its agents. The insurance shall be in the minimum amount of one million dollars (\$1,000,000) per occurrence.

8. Representations. Each Association represents and agrees to cooperate, in good faith and in a commercially reasonable manner.

9. Authority; Limitation of Liability. The YCNY will use its best efforts to accomplish the goals set forth on Attachment A. The Auburn YMCA, as an independent organization, shall have full responsibility for determining whether to implement any recommendations made by the YCNY.

IN NO EVENT SHALL YCNY BE LIABLE TO THE AUBURN YMCA OR TO ANY THIRD PARTY FOR ANY INDIRECT, CONSEQUENTIAL, SPECIAL, PUNITIVE, OR INCIDENTAL DAMAGES ARISING OUT OF OR RELATING TO THIS AGREEMENT, EVEN IF THE YCNY IS ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. IN NO EVENT SHALL THE YCNY BE LIABLE FOR ACTUAL DAMAGES OR LOSSES IN EXCESS OF THE FULL AMOUNT ACTUALLY PAID BY THE PQR FOR SERVICES RENDERED HEREUNDER.



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IN WITNESS WHEREOF, the Associations have executed this Agreement as of the day and year first above written.

Auburn YMCA-WEIU

YMCA of Central New York

Kent Scaly 4/30/23
Chair/CVO, Board of Directors

David M. [unclear]
Chair/CVO, Board of Directors

[Signature] 6/24/23
President and CEO



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Attachment A

YCNV Anticipated Deliverables

During the term of this Agreement, the YCNV will provide the Auburn YMCA with the following:

- Within 180 days of the Effective Date unless otherwise noted, complete and present an operational assessment of the Auburn YMCA, including the following areas:
 - Programs (updated cost analysis with partnering with outside resource and Director of Finance) - 90 days
 - Marketing
 - Assess financial development initiatives/plans.
 - Human Resources - to include and assessment and recommendations for leadership development plans and/or opportunities for Auburn YMCA staff.
 - Provide quarterly updates on Outcomes 2 & 3 of the Auburn YMCA Strategic Plan
 - Update Facility Inspection - Identify and/or prioritize potential facility improvements, repairs, and/or modifications.
 - Update Camp Y Owasco - Complete an assessment and provide recommendations, including but not limited to facility utilization and upgrade opportunities.
 - Annually review Organizational Structure - Assess and evaluate current staff roles and responsibilities, and overall staff organization structure.
 - Board Governance - Work with the Alliance of New York State YMCAs to assess and recommend board governance and engagement strategies.
 - Strategic Planning - Under the leadership and direction of the Alliance of New York State YMCAs, provide support in the implementation of a strategic plan for the Auburn YMCA.

After completion of assessment for each of the identified areas, a full written report will be provided to the leadership of the Auburn YMCA.



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- YMCA of Central New York's President and CEO will serve as the CEO of record for the Auburn YMCA on all official correspondence and in accordance with NCMS certification requirements.
- YCNY staff will provide support and consultation in administrative, operational, and programmatic areas in order to support the stabilization and expansion of the Y within the Auburn YMCA's designated service area.

Auburn YMCA Anticipated Deliverables

- Provide full transparency and cooperation of Auburn YMCA, its Board of Directors, and staff in sharing operational and management information with YCNY, its Board of Directors, and staff.
- Participate in a full operational assessment with YCNY to present recommendations regarding enhancements to daily operations. Staff and volunteers agree to provide all requested data so that assessments are complete and accurate.
- Auburn YMCA and its Board of Directors will continue to have an annual financial audit conducted by an outside CPA firm. Auburn YMCA staff will be responsible for the preparation of all local, state, and federal filings and reporting (i.e., form 990, UFR, YMCA of the USA annual report, quarterly payroll reports, etc.), which will be reviewed and commented on for consideration by the Auburn YMCA Board of Directors and presented to the Auburn Board of Directors for deliberation and implementation.
- Auburn YMCA agrees to the fees, expenses, and payment terms outlined in the Agreement.
- The current staff leadership and Board of Directors of the Auburn YMCA agrees to be fully supportive of this Agreement and will provide all historical information to help with an orderly delivery of the Services.

Auburn YMCA
Board Meeting
Branch Updates
June 16, 2024

Summer Programs

- Summer childcare enrollment is strong, and many weeks have waitlists
- Camp Nurse has been hired
- 4 local Elementary schools had field trips to camp Y-Owasco
- Auburn City Casey Park pool partnership has been approved and we will open on 7/8. The pool is open to the public from 12-6pm daily.

New Programs /Partnerships - Strategic Plan Implementation

- Awarded LEAPS (Learning and Enrichment Afterschool Program Support) grant through Office of Children and Family Services for Cato-Meridan schools. Award is \$2.2 million over 5 years (\$450,000 per year) to provide after school programming in the Cato-Meridan School District.
- Port Byron Central School District – New afternoon School Age Child Care programming starting this fall. This will be a new district we will be serving.
- Kidventures Summer Program (ages 3-5) has expanded hours to 6:45 am – 5:30pm to provide a full-day childcare program to families.

Event Dates

- Bon Ton Roulet (cycling tour of the Fingerlakes)-July 20-27. Will be at Emerson Park on 7/21 from 11am until 8am on 7/22 with 300 cyclists.
- Downtown Auburn Mile is Aug 9th-starts at 7pm. Contact Laura Clary if you want to volunteer
- June 29th Camp Y-Owasco family day - family activities and tours of camp.



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CEO Search Roles and Responsibilities

Transition Search Committee

- Conduct the CEO search, following process and timeline agreed upon, making final recommendation of new leader to Board of Directors for ratification.
- Be prepared to participate fully in all aspects of work by completing all assignments in a timely fashion and asking questions as needed.
- Identify and recruit qualified applicants. Conduct due diligence on applicants when possible.
- Create communications plan to share appropriate information regarding process, timing, updates, etc. with key stakeholders while maintaining candidate confidentiality.
- Follow procedures and protocols to ensure integrity and confidentiality of process.

Board of Directors

- Formerly commission the transition committee in accordance with bylaws to facilitate search process.
- Complete requested surveys, etc. to identify key competencies, deliverables and skills needed for new CEO leader.
- Identify and recruit qualified applicants. Conduct due diligence on applicants when possible.
- Participate in interview process as requested.
- Ratify committee's decision once present

YMCA of the USA Search Director

- Serve as strategic partner sharing and following best practices tailored to meet the needs and culture of local YMCA while always honoring confidentiality.
- Work with committee chair to facilitate and guide each step preparing him/her in advance for success.
- Create and provide all materials and resources needed; tailored for local YMCA ensuring timely delivery.
- Identify and recruit qualified applicants. Conduct due diligence on applicants when possible.
- Focus and hold accountable committee members on the key deliverables agreed upon that are most important for new CEO throughout process.

- The CEO Search Director will position the Alliance Partner/Regional Alliance as a full partner in this work.
- It is not the responsibility of Y-USA to select and/or unduly influence candidate selection.
- Follow procedures and protocols to ensure integrity of process.

Alliance Partners

- Attend meetings and/or calls with the CEO Search Director and local Y search committee. It provides a second senior staff leader's engagement in the process, along with the CEO Search Director, for back-up and support as needed. Facilitate Staff Meet and Greet if desired.
- Engage in the final deliberations and selection committee meeting.
- Gain a deeper understanding of the local Y and issues being faced in order to support and establish the need for future work.
- Provides for a smooth transition, once a new CEO is hired, for the Alliance/Regional Alliance Partner to engage in the on-boarding process with the Y.
- Provides opportunity to establish a relationship with the board, CVO and new CEO by engaging with him/her throughout the search process.
- It is not the responsibility of the Alliance Partner to select and/or unduly influence candidate selection. Information on known candidates should be shared privately with the Search Director, not the committee, during applicant review sessions. Acknowledgement of the potential conflict of interest.

Staff/Exiting or Interim CEO *(resource available with more in-depth information)*

- Provide information as requested to create position announcement and other information on the local YMCA, participate in surveys, etc. as requested.
- Advertise, identify and recruit qualified applicants.
- Assist with other details and logistics as requested.
- Participate in interview process as requested (e.g., "Staff Meet and Greet," Tour)



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Auburn YMCA CEO SEARCH PROCESS AND TIMELINE – DRAFT

PHASE I: PLANNING			RESPONSIBILITY	TARGET DATE
1.	Readiness Conversation: Initial conversation to discuss needs, options, process, ensure committee leadership and members are reflective of community, provide training/Insights data, potential timeline and determine next steps. Review supporting documents.		CVO/Board officers, Y-USA Staff, Alliance Partner	NA
2.	CEO Discussion: Conversation with outgoing CEO/ICEO to discuss process and role		Leighann Sibal	TBD
3.	Confirm recruitment of Transition Committee Chair & Members.		CVO	Complete
4.	E-Surveys: One to each Board of Directors, senior staff, community stakeholders for input to identify and understand organizational needs regarding key deliverables & priorities of new CEO.		Y-USA	June 7 – June 14
5.	First Committee Meeting: a. Roles and functions (Y-USA, Alliance, committee, board & staff) b. Organizational needs, position requirements, compensation c. Timeline – agree on timetable; commit to critical dates d. Budget e. Sourcing methods f. Identify opportunities and challenges		Transition Committee, Y-USA, Alliance Partner	Wednesday, June 5 2024 4-6 PM
6.	Via Email: Finalize Executive Vacancy Announcement to promote/post position.		Transition Committee, Y-USA, Alliance Partner	Friday, June 21 2024
7.	Senior Staff Orientation to review process and timeline, share various roles (Y-USA, Alliance, committee, board & staff), answer questions and address concerns.		Y-USA Staff & Alliance Partner	Wednesday, July 17 2024 11-11:30 AM

PHASE II: SOURCING	RESPONSIBILITY	TARGET DATE
8. National Posting: National Vacancy List and job sites per sourcing plan.	Y-USA Staff, Alliance Partner, Transition Committee	Tuesday, June 25 2024
9. Local Posting: Post position as desired for local exposure directing all interested applicants to website to make application.	Transition Committee and Local Y Staff	Tuesday, June 25 2024
10. Recruitment: Actively recruit and encourage high potential candidates to apply; external marketing service launches, direct all prospects to website to submit application, assessing and vetting candidates.	Y-USA Staff (Search Director/DER), Alliance Partner, Transition Committee	During posting period
11. Mid Recruitment Committee Call: review of status of applicant pool, adjust/enhance any external marketing and recruitment needs. Discuss scoring rubric, next steps of timeline and process.	Y-USA Staff (Search Director/DER), Alliance Partner, Transition Committee	Wednesday, July 17 2024 4-5 PM
12. Deadline for Résumés: Overview of Applicant Pool distributed to Committee	Y-USA Staff	Friday, July 26 2024
13. Complete Assessment and Vetting of Candidate Pool	Director of Executive Recruitment/ Search Director/Alliance	Tuesday, August 6 2024

PHASE III: SELECTION	RESPONSIBILITY	TARGET DATE
14. Email candidate overview document resumes and cover letters to committee of recommended final list. (candidates recommended based on scoring rubric/key deliverables - with sensitivity to localized candidates for awareness.)	Y-USA Staff, Alliance Partner, Transition Committee	Tuesday, August 6 2024
15. Resume scores due to Search Director	Transition Committee	Monday August 12 2024
16. Candidate Review Committee Meeting: Final overview of all applicants decide which applicants will be interviewed by the committee. a. Decide on preliminary interview format and discuss questions/process for interviews. b. Discuss other vetting procedures c. Introduction of logistics for final interviews	Director of Executive Recruiting, Search Director, Alliance Partner, Transition Committee	Wednesday, August 14 2024 4-6 PM

PHASE III: SELECTION (continued)	RESPONSIBILITY	TARGET DATE
<p>17. Preliminary Interviews:</p> <ul style="list-style-type: none"> a. Conduct preliminary interviews. b. Confirm top candidates for face-to-face interviews. c. Review format for the interviews. d. Arrange interview logistics for final interviews. e. Discuss how reference checks will be conducted and make assignments. f. Electronic Process for 7 or 10 Factor Candidate Assessment 	<p>Transition Committee, Y-USA, Alliance</p>	<p>Wednesday August 28 2024 8:00-5:00 PM (depending on the number of interviews ~ 6 hour block) (45 plus minutes per candidate with a 10-minute break between)</p>
<p>18. Invite candidates for interviews and make necessary arrangements; plan stakeholder involvement in interview process; arrange logistics, request bio/headshot, references, assessments.</p>	<p>Y-USA, Committee Chair</p>	<p>Following 1st preliminary interviews</p>
<p>19. Check references, questionnaire and profile top candidates – complete vetting as necessary.</p>	<p>Transition Committee</p>	<p>Complete prior to face to face interviews</p>
<p>20. Final Interviews:</p> <ul style="list-style-type: none"> a. Conduct interviews b. Select top candidate and alternate(s). c. New feedback tools – staff/board feedback d. During deliberations agree on salary and benefits to be offered. 	<p>Transition Committee, Y-USA, Alliance Partner</p>	<p>Tuesday September 10 and Wednesday September 11 In person over two days</p>
<p>21. Offer and Negotiation:</p> <ul style="list-style-type: none"> a. Test and extend offer b. Send offer letter c. Negotiate as necessary d. Letter of agreement is signed and returned to Chair e. Review background check once position is accepted 	<p>Committee Chair</p>	<p>Following Interviews</p>
<p>22. Board Ratification: Board meeting; board ratifies acceptance of offer; new CEO hired.</p>	<p>Committee Chair & Full Board</p>	<p>September 17, 2024 at regular board meeting</p>
<p>23. Notify Finalists: Other candidates are personally notified of the Search Committee's decision.</p>	<p>Y-USA to coordinate</p>	<p>When acceptance is imminent</p>

PHASE IV: ON-BOARDING	RESPONSIBILITY	TARGET DATE
24. Establish On-boarding program customized to suit needs/experience of new CEO including board & staff Search workshops as appropriate. Provide new CEO with Board and Survey results.	Y-USA Thriving Y, Alliance Partner & Search Task Force	TBD
25. New CEO's First Day	New CEO	Monday October 21 2024
26. Outgoing/Interim CEO's Last Day	TBD	Monda October 21 2024