



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Finance Committee Meeting Minutes

June 25, 2018

**MINUTES OF FINANCE COMMITTEE MEETING
JUNE 25, 2018**

Present: Juliette Meunier, Jeff McBride, Joyce Kirchhofer, Minh Hoang, Sean Peasley, Dolores Daly, Alicia Chacon-Bidwell

Absent: NA

Guests: NA

Meeting called to order at 3:55 pm

TASK LIST	WHO		
Combine chart/graph by program so the data is on one page	Alicia		
Intermittently, provide branch graphs	Alicia		
Reach out to Jess Meyers regarding software	Joyce		
Carryover to next month's agenda: 1) Review draft guidelines of intersection points and 2) Discuss Limits of Authority	Alicia		

DECISION(S):

The minutes from the May16 regular meeting were approved. Juliette/M/Sean/S/All in favor
The Tipper, LLC 2018 budget was approved. Juliette/M/Sean/S/All in favor

DISCUSSION:

Financial Update:

Alicia went over the balance sheet stating \$37M in assets and \$28.5M Net Assets with the increase due to the Pomona Valley Y asset transfer of two properties. Juliette asked about the SIR reserves decrease, Joyce responded some amounts accrued to 2017 were paid in 2018. Alicia stated the year to date net outcome is a surplus of \$5.5M primarily due to \$4M for the property transfers and \$740k from Daly Dykema's gift. Taking this into account that would put us behind budget. Alicia went over the big items causing this: Camp ELK budget error, Huntington Beach & Murrieta not performing, wages are over budget, legal fees are high in addition to \$118k loss on investments and taking a loss for writing off Bi360 software that will not work for our needs. Laguna Niguel and Mission Viejo continue to do well and we are pursuing multiple opportunities to expand programs. Sean mentioned when we narrow down our choices for software, see if they will do a proof of concept prior to signing contract. He also mentioned good software for analytics is Tableau and Click.

Dolores went into more details about what is going on at the various branches. Joyce asked the committee for feedback on the narrative being provided, it was decided the limit for reporting can be raised so only the larger items are covered.

Alicia referenced the Investment Activity Summary and Joyce let the committee know we

needed to take \$1m out of investments to maintain sufficient liquid cash to meet our loan covenants. At year end we missed it by \$100k, the bank waived the default. Alicia presented a new revenue chart and a new net outcome graph. This was good information to have, to further enhance the reporting, the committee would like to see the two reported together. Juliette mentioned adding headcounts would be good in the future, Joyce said that is already on our radar.

Organization Revenue Analysis:

Dolores discussed organizational revenue and presented charts for fitness facilities and for child care that displayed small revenue growth since 2014. Dolores provided a good list of current contracts and opportunities and what we have done and continue to do to win contracts and diversify revenue. A few highlights are:

- Market analysis underway with an independent 3rd party consultant to hone in on community opportunities, including school districts.
- Several meetings took place with OC Dept. of Education, Y is in a unique position to offer them services because of the infrastructure we have in place currently.
- Tricia has joined a couple of boards in O.C. area which helps the Y expand opportunities within the community.
- Saddleback school district is our largest revenue opportunity right now.

Tipper Financials & 2018 Budget:

Joyce presented the Tipper YTD financials. Currently an (\$82k) deficit but the EDITDA is covering the interest expense and as of June the units are fully rented. There was deferred maintenance that has been taken care of so we anticipate this slowing down soon. Joyce presented the Tipper, LLC 2018 budget and stated it is based off of actuals through May then based on the trends and what we know, projected out through December. The Finance Committee decided that Tipper, LLC should follow the same approval process as the Y so the 2018 Tipper, LLC budget was reviewed and approved.

Adjourned: 5:00 pm

FINANCE COMMITTEE MEETING AGENDA
June 25, 2018 4:00 p.m.
YMCA – Tustin Office – Front Conference Room

- | | |
|---|---|
| 1. Review/Approve:
- Minutes of May Finance Committee Meeting | Juliette Meunier |
| 2. May Financials | Joyce Kirchhofer /
Alicia Chacon-Bidwell |
| 3. Tipper Financials & 2018 Budget | Joyce |
| 4. Organization Revenue Analysis | Dolores |
| 5. Review draft guidelines regarding Intersection
Points with other committees | All |
| 6. Discuss the Limits of Authority | Juliette Meunier/
Joyce Kirchhofer |

Next Regular Meeting: July 18, 2018

YMCA of Orange County

Financial Highlights – Year to Date

May 2018

Year to date produced a \$5.5M surplus, this is \$3.8M more than budgeted. Title transferred in May for the Maple Hill and Sunset Crossing properties therefore \$4M of revenue was recognized and the properties were added to our assets. In May we received a generous bequest from Dale Dykema of \$740k.

Huntington Beach and Murrieta have the two largest YTD deficits at (\$220k) & (\$284k) respectively. Huntington Beach will have new leadership and in the meantime changes are being implemented. Murrieta continues to make changes to try and increase membership units while minimizing costs. We are closely monitoring these branches and will assess the progress to determine actions for the future.

Loss from investments amounts to (\$118k) related to the unbudgeted valuation and short/long term realized losses. In addition, we have recognized an unbudgeted loss of (\$82k) for Tipper, LLC (YMCA owned company that owns the Tustin building) and (\$108k) for the write-off of Bi360 reporting software since it has been determined that it will not fit our needs.

Besides Childcare's surplus at \$2.8M, YMCA Community Services (New Horizons), Laguna Niguel and Mission Viejo continue to generate the largest surpluses at \$123k, \$293k & \$100k respectively. Keep in mind, the Childcare surplus will decrease during summer due to the flat pricing model and increased costs since we run the program all day rather than just before and after school.

Membership revenue is down (2.9%) from budget and is up 3.2% over prior year. Marketing added a mobile app and on-line membership sales (162 added thru 6/12), but we are struggling to reach the 6.2% growth target. A 3rd party will be conducting a market study and membership survey. Growth opportunities are a focus of executive leadership. Recent opportunities include two new childcare sites in the fall, renewed a two-year contract with OCTA, the new Rancho Mission Viejo Pavilion gymnasium has opened, exploration of preschool opportunities within districts around Orange County and a new business line with Orange County Department of Education.

Below are selected highlights. Unless noteworthy, branches close to budgeted net may not have details.

Fullerton - \$39k Favorable Variance

- Overall revenue is down but expenses were flexed to offset the amount with wages being the largest savings at \$29k.
- The vast majority of the variance is due to depreciation expense being under budget.
- Sports Revenue is under budget by (\$37k), primarily due to the arena soccer season delay due to turf issues. The turf issues are resolved and sports are running once again.

Santa Ana - \$17k Favorable Variance

- Revenue is 6% higher this year over last year.
- \$13k in unbudgeted LA84 revenue and successful winter soccer session.
- \$1,500/month in grant funds from CFCOC was budgeted that will not be received.
- While there is a favorable variance, the branch does have a deficit even after the monthly \$21k revenue from the Children and Families Commission of Orange County (CFCOC) which will cease after 2020. There is some available funding that has not been used for the last few years (\$25k/year), we have applied for retroactive funding that would help Santa Ana to the tune of \$75k for this year, we should find out by late July.

Huntington Beach – (\$173k) Unfavorable Variance

- Overall revenue is flat when compared to last year and is (\$58k) less than budgeted. Expenses are over budget; we will be working with new leadership to turn this around.
- (\$37k) has been expensed related to items for Kids Zone that did not qualify for capitalization.
- Rent is (\$23k) over budget primarily due to an incorrect rent amount loaded in the budget, this will continue to increase about (\$3k)/month.

Newport/Mesa - \$11k Unfavorable Variance

- Year to date, Annual Campaign revenue is (\$32k) behind budget. There is \$57k budgeted in future months, there is a plan with history to hit the goal in the 4th quarter.
- Wages are (\$13k) over budget, fitness being the primary reason, with no offsetting revenue, this has been addressed with the program director.
- Depreciation has a \$12k favorable variance.
- Membership revenue has a favorable variance and is 8% higher than last year.

Laguna Niguel - \$85k Favorable Variance

- Annual Campaign was very successful, it is \$37k ahead of budget and \$26k better than last year.
- Adventures Guides has a \$30k favorable variance but the event overages will offset some of this in later months.
- Membership Revenue is flat year over year and 1.7% off budget; sports is struggling a bit but all other departments are tending well.
- Wages and related are being managed well producing a positive variance of \$28k.
- Depreciation expense is \$24k under budget; it is anticipated that this will be favorable all year.

Mission Viejo - \$19k Favorable Variance

- Membership revenue is 7.5% ahead of prior year, Adventure Guides are doing well but some money is owed to expeditions for event overages and an investment was made in a Sports Coordinator.

Childcare – \$197k Favorable Variance

- While YTD childcare has a \$197k favorable variance, about \$270k is due to the early collection and recognition of the Summer Activity Fee budgeted in June. Had this not happened, Childcare would have had an unfavorable variance of (\$73k). The Summer Activity Fee was conservatively budgeted so some of this should be recovered.
- The Child Development Fees were 2.2% under budget at (\$203k); this is partially offset by \$78k related to the revenue recognized for expenditures at the Early Learning Center (ELC). The largest revenue shortages are at Mission Viejo (MV) sites and the Early Learning Center (ELC).
- The prior area manager for the MV sites budgeted for a 14% headcount increase which is unrealistic so revenue will be under all year.
- Since January the ELC revenue has more than doubled their revenue so while they have a ways to go to reach budget, they are headed in the right direction. The ELC has implemented a comprehensive marketing plan to increase enrollment and the toddler license was approved mid-May; as of Mid-June the ELC will have 7 toddlers.
- Scholarships Awarded are (\$31k) over budget due to the need in the various communities.
- Staffing is by far the largest cost and one that managers are watching closely to maintain ratios but not overstaff.

Camp ELK – (\$312k) Unfavorable Variance

- YTD actual produced a surplus of \$30k. \$533k was budgeted in May for grant income but \$255k in revenue was recorded previously from AS&F funds to cover expenditures related to capital expenditures and program expenses. \$240k of the remainder will be recognized later since it is being held for a maintenance reserve. Unfortunately the expenses related to this were not budgeted so any used in 2018 will not help the unfavorable variance.
- Scheduled renovations are complete and have dramatically improved the camp, fostering increased registrations.

Murrieta – (\$121k) Unfavorable Variance

- Annual campaign is under budget (\$20k), it is expected some will be made up during the year.
- Membership and program revenue are (\$77k) under budget. The membership budget was too aggressive with an 18% budgeted increase over prior year so that will continue to be off all year. Actual memberships are down 1.5% over prior year. More changes are taking place such as revamping the fitness floor and new summer programming for kids to help boost membership and retention.

Pomona – \$3.9M Favorable Variance – (\$145k) Adjusted Unfavorable Variance

- \$4M hit for the 2 property transfers, this will be moved to the Association Office in June. In addition, due to this revenue, about (\$70k) in revenue was reversed (prior restricted asset transfers) so it is saved and put back into deferred revenue to be utilized in 2019.
- Administrative position originally not budgeted was eliminated in May, after wages, vacation and severance this amounted to about (\$50k).
- No budget has caused an unfavorable variance of (\$33k) for the Association Service Fee.

Association Offices, includes Board Fundraising – \$141k Favorable Variance

- Generous bequest from Dale Dykema, \$740k received of the \$1M designated.
- Unbudgeted investment valuation of (\$65k) plus the short/long term loss on sales (\$53k). Last year at this same time the valuation was \$543k.
- The board fundraising is behind budget (\$46k) and there is still \$31k more budgeted in future months; there is still work to be done in this area to help cover scholarships already awarded.
- Legal fees are (\$124k) over budget, due to the various matters over the last several months.
- Consulting Fees are (\$48k) over budget. So far (\$43k) is due to the 3rd party investigator and the majority of the remaining is due to NorthCreek's assistance with HR.
- (\$109k) write-off due to the determination that the Bi360 software will not handle our needs.
- The Investment in Subsidiary (Tipper, LLC) was not budgeted and currently has a loss of (\$82k).

Growth & Renewed Opportunities:

- Two new childcare sites will open in the fall, Escencia in CUSD & Pantera in Pomona Valley with a possible third site to be added as well.
- The Y is providing programs and gym operations for the new Rancho Mission Viejo Pavilion gymnasium.
- The Y has been awarded a \$187,000 contract with OCTA to provide Fitness Center staffing services for their employees for the next 2 years.
- Exploration of preschool opportunities within districts around Orange County and a new business line with Orange County Department of Education.

YMCA of Orange County
Statement of Financial Position - Consolidated
5/31/2018

	<u>5/31/2018</u>	<u>12/31/2017</u>
ASSETS		
<i>Current Assets</i>		
Cash and cash equivalents	\$3,283,601	\$2,053,392
Investments	10,797,239	11,838,504
Accounts Receivable - Net Allowance	1,020,887	738,632
Annual Pledges Receivable - Net Allowance	66,838	25,392
Deposits and Prepaid Rent	79,430	173,666
Prepaid Insurance	76,973	106,150
Other Prepaid Expenses	537,315	289,156
Total Current Assets	15,862,283	15,224,892
<i>Other Assets</i>		
Property, Plant and Equipment, Net	21,497,343	17,686,296
Total Other Assets	21,497,343	17,686,296
Total Assets	<u>\$37,359,626</u>	<u>\$32,911,188</u>
LIABILITIES AND NET ASSETS		
<i>Current Liabilities</i>		
Accounts Payable	\$320,266	\$624,753
Accrued Payroll and Employee Benefits	1,952,032	1,725,220
Program Fees Received In Advance - Other	1,700,374	1,272,028
Notes Payable - Current Portion		
Total Current Liabilities	3,972,672	3,622,001
<i>Long-term Liabilities</i>		
Self-Insurance Liability and Other Reserves	146,092	410,442
Notes Payable	4,657,662	4,759,121
Total Long-Term Liabilities	4,803,754	5,169,563
Total Liabilities	8,776,426	8,791,564
<i>Net Assets</i>		
Current Operations - YMCA	5,495,744	1,285,381
Current Operations - Tipper, LLC	(82,190)	(1,389)
Current Operations (Restricted, Capital & Endowment)	(950,006)	707,831
Unrestricted/Temporarily/Permanently Restricted	24,119,652	22,127,801
Total Net Assets	28,583,200	24,119,624
Total Liabilities And Net Assets	<u>\$37,359,626</u>	<u>\$32,911,188</u>

YMCA of Orange County

Association Summary by Branch

For the Five Months Ending

May 31, 2018

Revenue By Branch

	Year-to-Date			%
	Actual	Budget	Variance	
Fullerton Family	\$1,030,555	\$1,074,490	(\$43,935)	-4.1%
Santa Ana Family	275,152	252,562	22,590	8.9%
Huntington Beach Family	703,548	748,072	(44,524)	-6.0%
Yorba Linda/Placentia Family	193,599	211,286	(17,687)	-8.4%
Newport Mesa Family	959,204	949,833	9,371	1.0%
YMCA Community Services	417,197	411,794	5,403	1.3%
Laguna Niguel Family	1,305,766	1,280,213	25,553	2.0%
Mission Viejo Family	1,294,003	1,275,977	18,026	1.4%
Capistrano Beach Family	0	0	0	0.0%
Rancho Mission Viejo	1,840	0	1,840	0.0%
Childcare	10,427,406	10,195,000	232,406	2.3%
Camp E.L.K.	306,785	590,307	(283,522)	-48.0%
San Gabriel Valley	0	0	0	0.0%
YMCA of Riverside County	0	0	0	0.0%
Murrieta Family	291,568	388,514	(96,946)	-25.0%
Pomona Valley	4,167,706	0	4,167,706	100.0%
Maple Hill Family	71,550	60,397	11,153	18.5%
Corporate Initiatives	52,300	43,663	8,637	19.8%
Association Office	519,477	256,303	263,174	102.7%
Total Revenue	22,017,656	17,738,411	4,279,245	24.1%

Expenses By Branch

Fullerton Family	967,478	1,050,637	83,159	7.9%
Santa Ana Family	368,616	363,091	(5,525)	-1.5%
Huntington Beach Family	923,648	795,231	(128,417)	-16.1%
Yorba Linda/Placentia Family	164,402	168,461	4,059	2.4%
Newport Mesa Family	952,578	931,728	(20,850)	-2.2%
YMCA Community Services	294,337	291,961	(2,376)	-0.8%
Laguna Niguel Family	1,013,093	1,073,023	59,930	5.6%
Mission Viejo Family	1,194,373	1,195,726	1,353	0.1%
Capistrano Beach Family	0	0	0	0.0%
Rancho Mission Viejo	1,696	0	(1,696)	0.0%
Childcare	7,590,827	7,555,071	(35,756)	-0.5%
Camp E.L.K.	276,874	248,758	(28,116)	-11.3%
San Gabriel Valley	13,931	26,050	12,119	46.5%
YMCA of Riverside County	0	1,908	1,908	100.0%
Murrieta Family	575,663	552,062	(23,601)	-4.3%
Pomona Valley	263,104	117	(262,987)	-100.0%
Maple Hill Family	131,793	127,357	(4,436)	-3.5%
Corporate Initiatives	42,463	43,940	1,477	3.4%
Association Office	1,747,038	1,625,313	(121,725)	-7.5%
Total Expenses	16,521,914	16,050,434	6 (471,480)	-2.9%

YTD Comparison

	Curr YTD vs	%
Prior YTD	Prior YTD	Variance
\$1,153,068	(122,513)	-10.6%
281,055	(5,903)	-2.1%
688,068	15,480	2.2%
206,167	(12,568)	-6.1%
948,416	10,788	1.1%
356,462	60,735	17.0%
1,220,767	84,999	7.0%
1,515,719	(221,716)	-14.6%
86,963	(86,963)	0.0%
0	1,840	100.0%
9,342,210	1,085,196	11.6%
905,249	(598,464)	-66.1%
34,368	(34,368)	-100.0%
19,802	(19,802)	-100.0%
313,238	(21,670)	-6.9%
0	4,167,706	100.0%
0	71,550	100.0%
39,450	12,850	32.6%
1,625,936	(1,106,459)	-68.1%
18,736,938	3,280,718	17.5%

1,003,807	36,329	3.6%
270,294	(98,322)	-36.4%
713,512	(210,136)	-29.5%
166,419	2,017	1.2%
869,405	(83,173)	-9.6%
256,484	(37,853)	-14.8%
999,264	(13,829)	-1.4%
1,475,063	280,690	19.0%
72,154	72,154	100.0%
0	(1,696)	#DIV/0!
6,958,293	(632,534)	-9.1%
243,239	(33,635)	-13.8%
34,527	20,596	59.7%
58,198	58,198	100.0%
562,760	(12,903)	-2.3%
198	(262,906)	-100.0%
0	(131,793)	-100.0%
23,748	(18,715)	-78.8%
1,789,085	42,047	2.4%
15,496,450	(1,025,464)	-6.6%

YMCA of Orange County

Association Summary by Branch

For the Five Months Ending

May 31, 2018

Net Outcome by Branch

	Year-to-Date				YTD Comparison		
	Actual	Budget	Variance	% Variance	Prior YTD	Curr YTD vs Prior YTD	% Variance
Fullerton Family	63,077	23,853	39,224	164.4%	149,261	(86,184)	-57.7%
Santa Ana Family	(93,464)	(110,529)	17,065	-15.4%	10,761	(104,225)	-968.5%
Huntington Beach Family	(220,100)	(47,159)	(172,941)	366.7%	(25,444)	(194,656)	765.0%
Yorba Linda/Placentia Family	29,197	42,825	(13,628)	-31.8%	39,748	(10,551)	-26.5%
Newport Mesa Family	6,626	18,105	(11,479)	-63.4%	79,011	(72,385)	-91.6%
YMCA Community Services	122,860	119,833	3,027	2.5%	99,978	22,882	22.9%
Laguna Niguel Family	292,673	207,190	85,483	41.3%	221,503	71,170	32.1%
Mission Viejo Family	99,630	80,251	19,379	24.1%	40,656	58,974	145.1%
Capistrano Beach Family	0	0	-	0.0%	14,809	(14,809)	0.0%
Rancho Mission Viejo	144	0			0		
Childcare	2,836,579	2,639,929	196,650	7.4%	2,383,917	452,662	19.0%
Camp E.L.K.	29,911	341,549	(311,638)	-91.2%	662,010	(632,099)	-95.5%
San Gabriel Valley	(13,931)	(26,050)	12,119	-46.5%	(159)	(13,772)	8661.6%
YMCA of Riverside County	0	(1,908)	1,908	-100.0%	(38,396)	38,396	-100.0%
Murrieta Family	(284,095)	(163,548)	(120,547)	73.7%	(249,522)	(34,573)	13.9%
Pomona Valley	3,904,602	(117)	3,904,719	-100.0%	(198)	3,904,800	-100.0%
Maple Hill Family	(60,243)	(66,960)	6,717	-10.0%	0	(60,243)	-100.0%
Corporate Initiatives	9,837	(277)	10,114	-3651.3%	15,702	(5,865)	-37.4%
Association Office	(1,227,561)	(1,369,010)	141,449	-10.3%	(163,149)	(1,064,412)	652.4%
Total Net Outcome	5,495,742	1,687,977	3,807,765	225.6%	3,240,488	2,255,254	69.6%

Note: Investment activity is not budgeted but is in the actual numbers above in the Association Office Revenue & Net Outcome rows.

	Current YTD	Prior YTD
Investment Valuation - Gain / (Loss)	(65,053)	523,591
Short Term Gain (Loss)	(28,088)	2,254
Long Term Gain (Loss)	(24,669)	16,824
Total	(117,810)	542,669

YMCA of Orange County
Investment Activity
For the Five Months Ending May 31, 2018

	<u>YTD Actual</u>
Beginning Balance	\$ 11,838,504
Transfers In / (Out)	(1,000,000)
Interest	16,338
Dividends	84,455
Investment Valuation Change	(65,053)
Short Term Gain (Loss)	(28,088)
Long Term Gain (Loss)	(24,669)
Less: Investment Fees	(24,248)
Net Investment Income/(Loss)	(41,265)
Ending Balance	<u>\$ 10,797,239</u>
 YTD Growth/(Decline) %	 -0.35%

Tipper, LLC

Profit & Loss Statement For the Five Months Ending May 31, 2018

	<i>YTD</i>	
	<i>Actual</i>	<i>% Rev</i>
Revenue		
1210 Facility Rental	\$150,304.25	100.00%
Net Revenue Totals	150,304.25	100.00%
Expense		
2520 Maintenance/Janitorial Supplies	838.71	0.56%
2610 Telephone-Regular Service	1,570.92	1.05%
2710 Postage	39.00	0.03%
2845 Facility Maintenance	23,884.16	15.89%
3012 Promo & Advertising	0.00	0.00%
Program Services Sub-Total	26,332.79	17.52%
2410 Legal Fees	2,717.00	1.81%
2450 Consulting Fees	619.50	0.41%
2480 DP Service/Maint Contract	300.00	0.20%
2831 Electricity	14,447.65	9.61%
2832 Gas	1,693.96	1.13%
2833 Water and Sewer	1,697.04	1.13%
2834 Refuse Collection	972.84	0.65%
2843 Landscape Maint	5,753.84	3.83%
2848 Exterminator Service	165.00	0.11%
2850 Real And Personal Taxes	27,849.64	18.53%
2860 Property Management	5,179.25	3.45%
2880 Property/Liability Insurance	6,433.00	4.28%
3620 Bank Fees	45.00	0.03%
Supporting Services Sub-Total	67,873.72	45.16%
Total Operating Expenses	94,206.51	62.68%
EBITDA	\$56,097.74	37.32%
2890 Depreciation Expense	(81,368.54)	(54.14%)
5215 Interest Expense-External	(51,319.01)	(34.14%)
5610 Income Taxes Fed & State	(1,600.00)	(1.06%)
4810 Association Services	(4,000.00)	(2.66%)
Total Non-Operating Expenses	(138,287.55)	(92.01%)
Net Income/(Loss)	(\$82,189.81)	(54.68%)

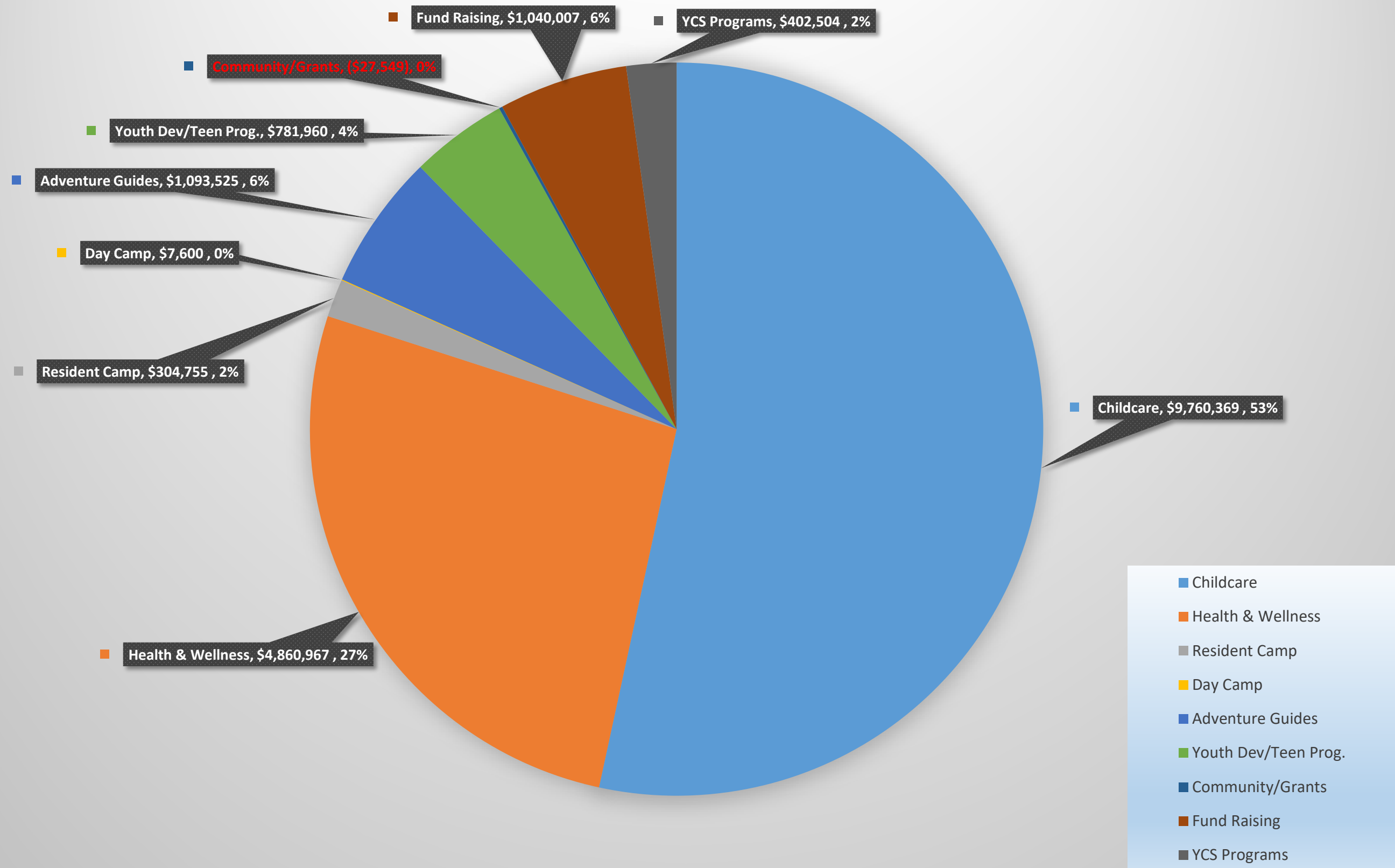
Tipper_PL

Tipper, LLC

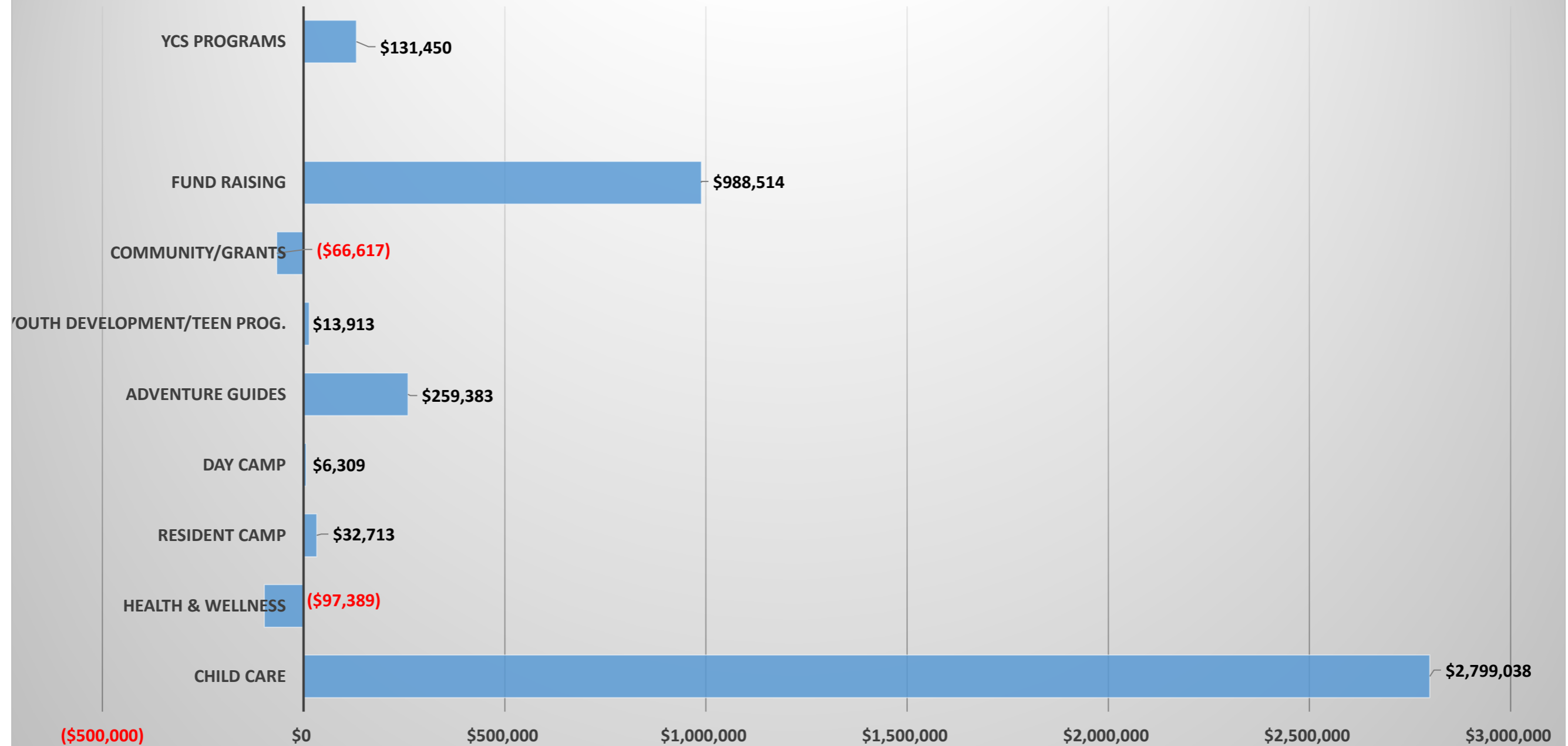
2018 Budget

	2018 Budget
Revenue	
1210 Facility Revenue	\$ 413,337
Net Revenue Totals	413,337
Expense	
2520 Maintenance/Janitorial Supplies	3,079
2610 Telephone-Regular Service	4,320
2710 Postage	107
2845 Facility Maintenance	65,681
3012 Promo & Advertising	2,000
2410 Legal Fees	2,717
2450 Consulting Fees	1,704
2480 DP Service/Maint Contract	600
2831 Electricity	54,448
2832 Gas	5,646
2833 Water and Sewer	4,243
2834 Refuse Collection	2,676
2843 Landscape Maint	15,823
2848 Exterminator Service	550
2850 Real And Personal Taxes	56,750
2860 Property Management	14,535
2880 Property/Liability Insurance	6,433
3620 Bank Fees	45
Total Operating Expenses	241,357
EBITDA	171,980
2890 Depreciation Expense	(204,814)
5215 Interest Expense-External	(123,166)
5610 Income Taxes Fed & State	(1,600)
4810 Association Services	(9,600)
Net Outcome	\$ (167,200)

Revenue by Program For the Five Months Ending May 31, 2018



Net Outcome By Program **For the Five Months Ending May 31, 2018**



YMCA OF ORANGE COUNTY

Limits of Authority

ALL CONTRACTS, GRANTS, MOU'S, OPERATING AGREEMENTS, FACILITY USE AGREEMENTS, VENDOR AGREEMENTS, SERVICE AGREEMENTS, BINDERS (ALL DOCUMENTS BINDING ON YMCAOC) MUST BE SUBMITTED USING THE "CONTRACT/GRANT SIGNING CHECKLIST" AND BE APPROVED AT THE ASSOCIATION OFFICE LEVEL.
(Only Exception is for Adventure Guides or New Horizons Events up to the limits designated in the appropriate section on p. 2 Otherwise all documents to come to AO for signatures).

YOU MAY SIGN THE "CONTRACTS/GRANT CHECKLIST" WITHIN YOUR SIGNING AUTHORITY BELOW. THE CHECKLIST MUST BE SENT TO THE ASSOCIATION OFFICE WITH SUPPORTING CONTRACT/AGREEMENT ATTACHED.

STAFF MAY NOT SIGN ANY CONTRACTS OBLIGATING THE YMCA.
CONTRACTS MAY ONLY BE SIGNED AT THE ASSOCIATION OFFICE.
(Only Exception is for Adventure Guides Events or New Horizons Events – See above)

<u>Type of Commitment</u>	<u>Amount</u>	<u>Required Approval</u>
<u>Revenue</u>		
Existing Program/Grant (includes MOU's)	to \$25,000	ED or DO & COO or CEO (1 of 2)
	\$25,001 - \$100,000	ED or RED or DO & COO & CFO or CEO (2 of 3)
	over \$100,000	ED or RED or DO & COO & CFO & CEO (all 3)
New Program/Grant (includes MOU's)	to \$100,000	ED or RED or DO & COO & CFO (both)
	over \$100,000	ED or RED or DO & COO & CFO & CEO (all 3)
Rental of YMCA Facility	All	ED or RED or DO & COO
Operating Agreement (includes school district contracts, Mgmt. agreements, etc.)	to \$25,000	Controller
	to \$100,000	CFO or COO & CEO
	to \$250,000	CFO & COO & CEO
	over \$250,000	CFO & COO & CEO & thru Finance Committee to Board
<u>Expense (operating and capital)</u>		
Operating (Budgeted Items)	to \$ 2,500	Prop. Mgr. or Prog. Dir or COO Asst. or HR Mgr. or CC Dir/SL
	to \$ 5,000	MM
	to \$ 10,000	AODH or CCAM or BD or AED
	to \$ 15,000	ED
	to \$ 25,000	RED or DO or HR Dir., VP or Controller
	to \$100,000	RED or DO or CFO & COO
	to \$250,000	CFO & COO & CEO
	over \$250,000	CFO & COO & CEO & thru Finance Committee to Board
Operating (Unbudgeted Items)	under \$100,000	(follow Operating Budgeted authority levels above)
	over \$100,000	CFO & COO & CEO & thru Finance Committee to Board
Capital Expenditures (Assets) (Budgeted & Unbudgeted)	to \$5,000	AED or BD & RED; CCAM & DO
	to \$ 10,000	AED or BD & RED; CCAM & DO; AODH & Controller
	to \$ 15,000	ED & RED or DO
	to \$25,000	ED & RED; CCAM & DO; AODH or HR Dir or VP & Controller; & COO or CFO
	\$25,001 to \$100,000	ED & RED; CCAM & DO; AODH or HR Dir or VP & Controller; & COO & CFO
	Over \$100,000	ED & RED; CCAM & DO; AODH or HR Dir. or VP & Controller; & COO & CFO (and, if unbudgeted over \$100,000 also requires CEO & thru Finance Committee to Board)

<u>Type of Commitment</u>	<u>Amount</u>	<u>Required Approval</u>
Operating Agreement (includes school district contracts, Mgmt. agreements, etc.)	to \$100,000 to \$250,000 over \$250,000	CFO or COO & CEO CFO & COO & CEO CFO & COO & CEO & thru Finance Committee to Board
Adventure Guides & New Horizons Contracts	to \$ 2,500 to \$25,000 Over \$25,000	Prog. Dir. ED or RED RED & COO
Utilities	As necessary	ED or RED or DO or CCAM or Controller - Only if notified by Business Office of significant changes from normal billing
Service Agreements (eg. Telecomm, printer maint. IT related, etc., including MOUs.)	to \$ 10,000 to \$ 15,000 to \$ 25,000 to \$100,000 to \$250,000 over \$250,000	AED or BD or CCAM or AODH ED RED or DO or Controller RED or DO or CFO & COO CFO or COO & CEO CFO & COO & CEO & thru Finance Committee to Board
Building Leases (Total Value)	to \$500,000 over \$500,000	CFO & COO & CEO CFO & COO & CEO & thru Finance Committee to Board
Equipment Leases (Total value of lease)	to \$ 10,000 to \$ 15,000 to \$ 25,000 to \$100,000 to \$250,000 over \$250,000	AED or CCAM or AODH BD or ED or RED or DO RED or DO & Controller or COO CFO or COO & CEO CFO & COO & CEO CFO & COO & CEO & thru Finance Committee to Board
Insurance		
Benefits Invoices	All (w/in budget)	HR Mgr., HR Dir, VP HR, Controller or CFO
Benefits Package	All	HR Dir. or VP HR & CFO & COO
Business	All	CFO & COO & CEO
Consulting Agreements	to \$25,000 to \$100,000 to \$250,000 over \$250,000	Controller CFO or COO & CEO CFO & COO & CEO CFO & COO & CEO & thru Finance Committee to Board
Legal		
Labor & Non-Labor	All	HR Dir & CFO or COO or CEO
Staffing		
Budgeted Replacement		Hiring Supervisor
Budgeted Addition-Branch		Hiring Supervisor & BD or ED or RED
Budgeted Addition – Child Care & Assoc. Svcs		Hiring Supervisor & one-over-one
Non-Budgeted Addition -Branch		Hiring Supervisor, BD or ED & RED & COO
Non-Budgeted Addition – Assoc. Svcs		Hiring Supervisor & one-over-one & HR Dir & COO or CEO
Non-Budgeted Addition – Child Care		Hiring Supervisor & CCAM & DO
Independent Contractor- Budgeted		(See Operating Expense Guidelines above)
Independent Contractor – Non-Budgeted		(See Operating Expense Guidelines above)
<u>Annual Operating & Capital Budgets</u>		CFO & COO & CEO & thru Finance Committee to Board

Legend:

- | | | | |
|-------------|--|--------------|-------------------------------|
| • AED | Associate Executive Director | • DO | Director of Operations |
| • AODH | AO Department Head
(Director level at AO) | • ED | Executive Director |
| • BD | Branch Director | • HR Mgr. | HR Manager at AO |
| • Board | Board of Directors | • HR Dir. | Dir of HR/QA/Training |
| • CCAM | Child Care Area Manager | • MM | Marketing Manager |
| • CC Dir/SL | Childcare Director/Site Lead | • Prog. Dir. | Program Director at Branch |
| • CEO | Chief Executive Officer | • Prop. Mgr. | Property Manager in the field |
| • CFO | Chief Financial Officer | • RED | Regional Executive Director |
| • COO | Chief Operations Officer | • VP | Vice President |
| • COO Asst | Assistant to COO | | |

For required approval - where there is an “&” sign, all listed approvals are required
 - where there is an “or” any of the listed approvals are required
 - any higher level of authority will suffice for a lower amount