

**CARES Committee
MINUTES
Monday December 3, 2018**

Call to order at 12:13pm

Present: Alicia Chacon-bidwell, Julia Stannard, Sarah Steffen, Mike Proud, Lisa Alonso, Dolores Daly, Matt Svajda, Gin Cho, Crystal Immerman, Jeff McBride, Jay Scott

Devotion

Matt Svajda

Acts 2:42-47

The Believers Form a Community

Minutes

Mike Proud

-August 7th CARES Meeting Minutes Approval

✚ Jeff motions to approve the minutes as presented

✚ Jay seconds the motion

✚ All others in favor; no abstentions, no nays

CARES 2.0

Matt Svajda

- Presentation
 - Cares 1.0
 - The last year we have had so many things that need to be celebrated.
 - Newport Mesa & Huntington Beach
 - Serve projects
 - Onsite Chaplains
 - Partnering with local churches
 - CARES team being more engaged & serving
 - Tension Points over the last year.
 - Dependence on the champions
 - Champions both expecting
 - Who can serve these roles?
 - CARES champions are concerned that their work for CARES is being done on their own time.
 - This is due to other "job requests" that are on their plate
 - Chaplains feel like they don't "fit"
 - The YMCA members don't really know the depth of CARES

- There was a sense of disconnect
- Sustainability
- Integration – lack of
 - CARES stands out because it's about culture change, service.
- Ideas – integrate chaplains, address job descriptions,
- Matt, "what if there was a way that we could have community, spiritual impact but at the same time make business sense?"
 - CARES 2.0 is how to obtain this
 - What would it look like to make an impact for every member that walks through the door?
 - A team of missionaries from churches to integrate into the YMCA
 - Recruited, vetted and trained by Fudicia
 - CONNECT: These individuals would invite the new members to connect
 - COMMUNITY: We will invite all new members to a dinner or breakfast; invited to "community" letting them know they matter
 - CARE: Know a need, meet a need. We will continue to invite member to serve with us; Christmas trees, community need, etc.
 - Community Redefined
 - There are so many different ways we can approach this. Matt wants to have a strategic way to "love our neighbors".
 - Jay asked if the YMCA does any kind of orientation or something like that now?
 - Dolores said it varies by branch
 - Julia asked about pushback from the branches
 - Dolores add that if this is truly rolled out as presented there will be no pushback because this will help the branches with their membership numbers.
 - Unfortunately, CARES was not fully accepted by all the branches because there wasn't the "what's in it for me" factor.
 - Mike asked what would it look like for those people that are trained being embedded and time spent at our branches.
 - Gin: It has to make sense for churches
 - The approach to the churches is
 - This is a mission opportunity
 - This is a community opportunity

- Jeff suggest possibly paying the church a stipend to see how it works out.
- Mike is worried that this will not be picked up as easily as we are anticipating. Mike has been down this road when all the excitement was there but then there was no follow through.
 - Matt believes he has been on similar journeys.
 - Gin states our first questions about the churches.
 - This was the initial conversation we had with the HB chaplain and he was overly excited about it.
- Julia asked Matt if there will be an official contract
 - Matt said we still need to work out those conversations and details with Dolores.
- Lisa asked if we are looking at one specific church or a church per branch?
 - Matt said yes we definitely want churches to partner.
 - We are thinking 6-10 would be our sweet spot.
 - We are starting in Huntington Beach right now because they are in crisis mode right now with membership.
- Lisa asked “who” would these people report up to?
 - the branch manager or membership manager would report out to
- Sarah asked how will they introduce themselves? As member of the YMCA? I’m so and so from this church?
 - Matt believes they would say they are from the CARES team from the YMCA.
 - Is the \$43,500 just for HB?
 - This is basically the foundational amount
 - The \$30,000 stays constant
 - The \$13,500 difference will be for opening at each branch going forward
 -

- The volunteers will have to be background checked as a level 3 volunteers.
- Discussion
 - Mike dismissed Matt and Gin so the committee could discuss and vote.
 - Are there any additional questions?
 - Julia – how do we monitor their vetting process?
 - The YMCA will conduct all background checks
 - The initial vetting/interviewing process will be done by fudicia.
 - Jay makes a recommendation to present to the finance committee for final approval.
 - Lisa seconds
 - All in favor, no abstentions, no nays
 - Lisa, recommends "Chase the Lion" book
- Sarah Newport – 5000 j
- Dolores approved Newport
- CARES on the FC agenda

Branch Updates

Matt Svajda

Sarah asked about clarification for the Newport Mesa \$5000 budget to continue their projects into next year.

-the amount does not need committee approval. Dolores will approve.

Other Business

Jay closed in prayer.

Adjournment 1:45pm

Agenda
CARES Committee Meeting
Monday, December 3, 2018 @ 12:00pm
AO Front Conference Room

Lunch will be served at start of meeting

Devotion

Matt Svajda

Minutes

-August 7th CARES Meeting Minutes Approval

Mike Proud

CARES 2.0

- Presentation
- Discussion

Matt Svajda

Branch Updates

Matt Svajda

Other Business

Adjournment

CARES COMMITTEE MEETING MINUTES

August 7, 2018 11:30 a.m.

Attendance: Mike Proud, Dolores Daly, Jeff McBride, Julia Stannard, Sarah Steffen, Elise Thompson, Anna Romiti, Michael Hahn, Matt Svajda (w/ Gin Cho), Alicia Chacon Bidwell, Crystal Immerman

Absent: Lisa Alonso & Jay Scott

Meeting called to order at 11:45 a.m.

Mike Proud gave the devotion (ref. Ephesians books 1-10)

DECISIONS

- 1) **Recap of May 5th meeting; no minutes for review. Committee/approved**
- 2) **Approved: CARES \$25k cap for approval before presenting to finance; see Fiscal Responsibilities Section.**

OTHER

Review: May 1, CARES

Sarah highlighted:

- Camp Agape was approved.
- Mission Hills Church was denied
 - Denied because we didn't want to put funding in before a relationship was established
 - Mission Hills has been invited to partner with the YMCA but we have not heard back from them
- Mentor Up
 - Mentor up was approved to go forward

Fiscal Responsibilities:

Dolores Daly:

PROGRAM DEVELOPMENT (PD)

- Program Development meets quarterly
 - Much of what PD does is in line with the CARES Committee
 - People/Businesses applying will present at PD or CARES
 - CARES businesses/people are more Christian based as PD applications don't have to be.
- Program Development & CARES need to have an annual intersection meeting
 - Dolores suggested this meeting be held in January
 - Jeff wants this intersection meeting to review previous year and then discuss upcoming year

AWARDS CAP & CHECK AND BALANCES

- How can we put checks and balances in place to ensure we are not overspending and spending responsibly?
 - PD and CARES need a limit/cap on approval of use of funds going forward. \$25-30k is suggested.
 - If the amount is more than \$25-30k it must go to the finance committee for approval and finance will manage the funds
 - Clarifying statement – CARES will still have authority for the project; finance is only controlling the money
 - Once CARES has come up with a "number" this will be presenting to PD and they will spend the same amount.
- Jeff reiterated that this is about all of the committees intersecting and overlapping
 - Need to get a meeting on the calendar for the chairs of each committee to come together

 **Michael Hahn made motion for CARES approval cap to be \$25,000. More than that must be presented to the finance committee for approval and management of funds**

CARES COMMITTEE MEETING MINUTES

August 7, 2018 11:30 a.m.

✚ ***Julia Stannard seconds the motion and CARES committee voted.***

✚ **MOTION PASSED**

SEGREGATION OF DUTIES – “Checks and Balances”

- Right now Sarah controls everything from A to Z
- We have now brought Alicia into the process to provide a segregation of duties and to control the funds on CARES behalf.

Crab Feast Volunteers:

Elise Thompson

- Crab Feast is 9/8 in Fullerton
- Would like CARES committee serve as volunteers
 - Need 12 Volunteers from 4pm-7pm
 - Jeff/Lori
 - Mike Proud
 - Michael/Wife
 - Dolores/Kevin
 - Matt/Wife
 - Julia Stannard
 - ALL ABOVE AGREED to volunteer
 - Volunteer Duties
 - Set up
 - Registration Table
 - Silent Auction Table
 - Greeter
 - Duties will be assigned upon arrival to the Crab Feast
 - Volunteers will have their own table to enjoy the festivities

Branch Updates:

Matt Svajda:

- Monthly prayer is the backbone of everything we do.
 - Newport Mesa now has prayer for staff and members Monday/Wednesdays from 7am-8am
 - Matt is meeting in HB on Thursday to discuss how this can also be implemented in the HB branch
 - Matt shared the story of Joanie who was down on her luck. Joanie asked for help and prayed with our chaplain. Now Joanie is moved into her new home away from abuse and it's all because of prayer!
- How can we build bridges from the YMCA to and from local churches?
 - Matt has been meeting with several local churches who are pleasantly surprised, happy and 100% on board with the YMCA putting Christian principals back in the community
 - Building church partnerships is one of the big pieces
 - Elise to reach out to Matt about mobilizing volunteers
- Mentor Up
 - Mentor up helps place Christian Men for fatherless boys.
 - Matt has introduced Mentor Up to a few churches that are on board with this program and Mentor Up will be meeting with those churches.
 - Reminder Mentor Up was all approved at the last meeting.
 - October 16th is the target for rolling out the Mentor Up Program.
 - Jin Cho was introduced as the pastor of Holy Trinity and he will be glued in with Matt working beside him and getting familiar with YMCA.
- Michael Hahn asked “What does expansion into other branches look like? Will Newport Mesa serve as a role model?”
 - Matt states he really needs to lean on CARES to help identify.
 - Jeff stated he is really encouraged by so much of this and the positive changes he has seen over the last several months within not only CARES but the organization as a whole. We have

CARES COMMITTEE MEETING MINUTES

August 7, 2018 11:30 a.m.

spent 2 years in a "command & control" environment and now we are more of a collaborated effort. There is no longer resistance and so there will be more people who organically step into these roles and committees making it easier to identify champions. Champions should be identified by "self-selection" not by appointment.

- Mike stated that Laguna Niguel is actually the branch with the "oldest" CARES group but it's not as involved anymore. So Laguna Niguel is our "next thing".
- CARES CORNER
 - There are boxes at the branches for suggestions or to identify those who want and/or need prayer.
 - We need to set on of these up at the AO office.

PR/Marketing:

Anna Romiti

- How do we make this program more visible to our members?
 - Identify our Chaplains
 - Dry Fit Shirts
 - Blue w/ Y branding front/"Ask me why the Y CARES" on back
 - Name Tags – (can be left at reception desk)
 - CARES Corner
 - Photo w/ BIO on the wall
 - Business Cards (w/ Business Card holders at front desk)
 - BRANCH TV – "meet your chaplain" & "have a need, share a need...."
 - The above will be the (new) branch "tool kit"
- How do we share our story/social media?
 - CARES is not currently up on the website. We would like to launch a CARES webpage with more extensive info.
 - Anna will send an email to the CARES group to "pick brains" so she can build the page and then feed to other social media sites.
 - RELEASES – Anna and Matt will ensure all releases are on file prior to going live.

Consulting:

Dolores Daly stated that they are working on a new consulting agreement with Matt and will have that for review within the next couple of weeks.

Matt closed the meeting in prayer.

Meeting adjourned at 1:10 p.m.

NEXT CARES MEETING: November 6, 2018

Matt Svajda

CARES Partnership Application

Association Office

dolores Daly
13821 Newport Ave Suite 200
Tustin, CA 92780

O: 714-508-7639

Ms sarah steffen

13821 Newport Ave suite 200
Tustin, CA 92780

cares@ymcaoc.org
O: 714-508-7639

Application Form

Program & Contact Information

Date*

10/31/2018

Name of Program*

CARES 2.0

Requested Amount*

If a funding request, what is the total amount requested from CARES? If it is not a funding request, please type N/A.

\$43,500.00

Program Status*

Existing Project

Type of Request*

On-Going

Name of Organization*

Fiducia Consulting

Key Contact for Program*

Matt Svajda

Key Contact Phone Number*

949-295-4956

Key Contact E-mail Address*

matt@fiduciacomunity.com

Program Administrative Contact Name*

This person should be available to answer phone calls and email inquires within 2 business days.

Matt Svajda

Program Administrative Contact Phone Number*

949-295-4956

Program Administrative Contact Email Address*

matt@fiduci.community.com

Program Request

CARES Partnership Requested Items*

Please describe what you are requesting from the CARES Partnership for this program? (e.g. funds, space, volunteers, other)

\$43,500 in funding is requested to implement a new CARES 2.0 model at YMCA of Orange County (YOC) branches.

Total Program Cost*

Estimated total cost of this program?

43,500

Estimated Length/Term of Program*

Please choose the estimated start and completion dates of this program. (If an ongoing program, write "ongoing".)

ongoing

Estimated Length/Term of Funding*

(Note: a minimum 3 month lead time is required from application date to implementation. CARES Partnership funds a max. of 3 years)

Please state the begin and end dates you would like to receive funding. If you are not requesting funding, please write "N/A".

TBD

Demographic Outreach*

How will you reach/market to your target demographics?

This will be a operational change that will reach reach branch members through phone calls, emails, events, and community outreach programs.

Estimated Number Served Annually*

32,000

Program Details

Who and What?*

Answer the following questions about your requested program:

Who are the participants?

What is the program providing?

Connect. Community. Care.

Objective: To Connect YMCA members and staff into community while caring for them and our neighbors.

“Every member a name, every member a story.”

Cares team: Made up of a group of Christ followers or “advocates” (10 – 16) sent from a local church(s) and the YMCA that carry out the Cares program of Connect, Community, and Care. This group will meet monthly led by the Cares Champion and chaplains.

Cares advocate or “missionary”: The advocates can be recruited from local churches that see the YMCA branch as part of it’s overall mission. A local church would commit to “sending” the advocates from their church and see this as their ministry. We’d ask the church to dedicate membership resources so that the Cares advocates would be compensated for their time. The advocates then would be trained by Fiducia and the YMCA on “Connect, Community, and Care” before beginning.

Connect: Connect will help every new member feel welcomed into the YMCA family. Every month the Cares team will be given a list of new members by the Membership Director. Each of these new members will be contacted by the Cares team by phone and email and then invited to a monthly breakfasts or dinner. In apartment complexes there’s a direct correlation between a new resident’s move-in experience and the likelihood of them staying come time for renewal. Perhaps we can use this welcome point to uncover any challenges they may have had at the time of sign up so that we can minimize the likelihood of them cancelling their membership.

Community: Community will be to provide a place of relationships to anchor members and staff to the YMCA. Once a month there will be a Member Party where every new member will be invited. The goal of this time is to provide a space of relationship, eat with other members, introduce the chaplain/cares team, and invite members and staff into greater community and care.

Care: Care will be to live out a purposeful and hospitable posture with our staff, members, and our neighbors. As we identify needs, our Cares team will partner with their church and other resources to meet these needs. Quarterly we’ll be having opportunities to serve our neighbors in our city. Whether that be serving a neighbor by cleaning a home, or delivering a Christmas tree of hope, we’ll have opportunities for members and staff to serve together as one.

When and Where?*

Answer the following questions about your requested program:

When will it be offered (dates,times, or general schedule)?

Where will it be offered? (Include address and business name, if applicable)

This will be an ongoing initiative with monthly deliverables.

Activities will take place at YOC branches.

Why and How?*

Answer the following questions about your requested program:

Why is there a need for this program and have you done any research or gathered any data to back up your response?

How does your program meet this need? Give a brief overview of the curriculum, lesson plan and plan of action.

Why the business/community focus?

Sustainability and Scalability. When we focus on the bottom line via relationship building, we can now have the motivation of any staff member at any level. Everyone wants to see good things happen especially if it impacts membership goals and fiscal requirements and other things we are being graded on. Again, now it can become sustainable and replicable.

YMCA's role:

- Provide Cares branch monthly budget needed for connect, community, and care. The Cares team would be given the monthly budget and plan out the year accordingly.
- The Membership Director would act as the Cares Champion and commit 15 hours/month to the success of the program.
- The YMCA would provide a bi-monthly list of all new members to the Cares team to be contacted.
- The YMCA would be diligent about tracking retention and membership data

Program Impact

Program Goals*

List the top 3 goals of the program.

What does impact look like?

- Retention – As we connect members into community and relationships, we will begin closing the back door. People desire community and being part of something greater than themselves. As we intentionally Connect with them, bring them into Community, and Care for them and with them, this will become an anchor for those that are considering other gyms.

- Community impact – Our member and neighbors will see the YMCA as a place that has a clear strategy for caring for community.

- Spiritual Impact – We as the Church and Christ followers of the Cares team will now have opportunities to meet new people, build spiritual connections, share the Gospel through growing relationships, and connect members to the local church.

- New memberships – As we identify a Cares team from local Churches, we'll be asking the church to "commission" these families to help see the Cares mission through. Example: If the Cares team is made up of 5 families from a local church, we'd ask the Church partner to budget for

\$200/month to cover 50% of the cost. The family could pay the other portion or ask for monthly support to cover the rest. As an official "church partner," they will be offered a YMCA approved discounted rate to the rest of the church members and/or a waived sign-up fee.

- Cultural impact – Getting the YMCA back to it's original intentions and DNA while maintaining a strategic business mindset.

Measuring Impact*

Describe how the goals of the program will be measured to determine impact.

We will track all new memberships that were created because of church partnerships.

We will track retention percentages historically and then at the branch level quarterly as Cares rolls out. A minimum one year tracking progress is needed for true retention results.

We will track every member that gets involved with Cares. Either by initial Connect, by Community, or by Care. In doing so, we'll be able to track retention with those that are involved.

Benefits Measurement Reporting*

How often will the above measurement be completed?

Other

Other

If you chose "Other", please note frequency.

quarterly

Community Benefits*

Describe the benefits to the larger community (i.e.; impact at church, school, neighborhood, city, county, etc.)

This would create a real Christian-focused community center model at YMCA branches, giving community members a new place to make connections and grow community through Christ.

Community Benefits Measurement*

How will the benefits to the larger community be measured?

Initially, community benefits will be measured from feedback from our community partners, churches, and beneficiaries of Care projects.

Community Benefits Measurement Reporting*

How often will the above measurements be completed?

Other

Other

If you chose "Other", please note the frequency.

Ongoing

Undeserved/At-Risk Population Impact*

Does this program target an under-served or at-risk population? If so, describe how this program addresses the needs of the population. If not, please write N/A.

This program will serve underserved populations through Care service projects to the community (e.g. Tree of Hope) it will also serve low-income members receiving financial assistance. This program will also aid those suffering from mental health issues, unhealthy relationship or family situations, or those suffering isolation looking to make connections.

Additional Expansion*

Can this program be expanded to serve additional communities? If so, please describe potential level of expansion.

If successful, this program can be expanded to all YOC branches.

Community Partnerships*

Describe any existing or potential collaboration with partners (churches, schools, non-profits, etc.)

We currently have Chaplains and church partners at our Newport Beach and Huntington Beach YMCAs and have a church partnership at our Laguna Niguel branch.

YMCA Partnership*

How does your organization/program envision partnering with the YMCA? Where specifically do you see collaboration and/or mutual benefit opportunities?

This would be a YMCA program model.

Volunteering Procedure*

How do you screen and train your volunteers?

We will follow YMCA of Orange County Volunteer Program policies and procedures.

Fiscal Sustainability Plan

How long will it take for this program to be fiscally self-sustaining?*

(i.e. Program no longer relies on YMCA CARES funding. Please note: CARES program funds a max. of 3 years)

TBD

Program Funding Sustainability*

Describe how the program can be fiscally self-sustaining (will the project continue once the support from YMCA CARES Fund has ended?)

Membership retention should improve through this initiative. New membership should also increase through marketing of the new model and connections with church partners. Membership revenue will become the source of funding for these program enhancements.

Identified Funders*

Describe any funders or partners that have been identified in addition to the YMCA.

Churches will support partial 'Advocate' memberships through their mission budgets.

How will the program be supported if the full fundraiser request amount is not approved?*

Can be discussed at upcoming CARES meeting

Partnership Agreements

Does the partnership organization agree with the following historical Christian faith declarations:*

- There is only One God who exists in Three Persons (Trinity)
- Jesus Christ is God in the flesh (fully man-fully God), born of a virgin, lived a sinless life, died bodily on the cross as the propitiation for all sin, resurrected from the dead, seated on the right hand of the Father advocating continually on behalf of the saints, and will return one day to receive His Church unto Himself
- The Bible is God's Inerrant Word and we trust it as such
- Humanity is born in original sin and in need of the Savior—Jesus Christ
- Salvation comes through trusting Christ by faith
- God's Church is made up of all believers in Christ; past, present and future
- All believers will be resurrected bodily in the last day and will spend eternity in heaven with God

Agree

Does the partnership organization agree with the following CARES Partnership Statement of Faith:*

The Young Men's Christian Associations seek to unite those individuals who:

- Regard Jesus Christ as their God and Savior
- Accept the Holy Scriptures
- Desire to be His disciples in their faith and life
- And associate their efforts for the extension of His Kingdom to all

Agree

Required Attachments

IRS Determination Letter (e.g. 501(c)(3), etc)*

501 c3.pdf

Note: If approved, certificates of insurance will be required from all participating parties.

Organization Statement of Faith*

Attach your organizations statement of faith

CARES Official Statements.docx

Itemized listing of program costs/expenses/income/etc.*

Download the file, complete the budget template and upload.

CARES Partnership Budget Template

Fiducia Cares 2 budget.xlsx

Optional Attachments

Optional Additional Attachment

You may attach one (1) additional attachment that you feel will enhance your application. (e.g. brochure, flyer, annual report, etc.)

ClubIndustry.docx

Signatures

Signature of Requestor/Partner*

Sarah Steffen

Date*

10/31/2018

File Attachment Summary

Applicant File Uploads

- 501 c3.pdf
- CARES Official Statements.docx
- Fiducia Cares 2 budget.xlsx
- ClubIndustry.docx

Internal Revenue Service

Date: March 26, 2004

Young Men's Christian Association of Orange County
13821 Newport Ave. 200
Tustin, CA 92780-7803

Department of the Treasury
P. O. Box 2508
Cincinnati, OH 45201

Person to Contact:

Cassandra Jackson 31-07417
Customer Service Representative

Toll Free Telephone Number:

8:00 a.m. to 6:30 p.m. EST
877-829-5500

Fax Number:

513-263-3756

Federal Identification Number:

95-1644055

This is in response to your request of March 26, 2004, regarding your organization's tax-exempt status.

In October 1934 we issued a determination letter that recognized your organization as exempt from federal income tax. Our records indicate that your organization is currently exempt under section 501(c)(3) of the Internal Revenue Code.

Based on information subsequently submitted, we classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Code because it is an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi).

This classification was based on the assumption that your organization's operations would continue as stated in the application. If your organization's sources of support, or its character, method of operations, or purposes have changed, please let us know so we can consider the effect of the change on the exempt status and foundation status of your organization.

Your organization is required to file Form 990, Return of Organization Exempt from Income Tax, only if its gross receipts each year are normally more than \$25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of the organization's annual accounting period. The law imposes a penalty of \$20 a day, up to a maximum of \$10,000, when a return is filed late, unless there is reasonable cause for the delay.

All exempt organizations (unless specifically excluded) are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more paid to each employee during a calendar year. Your organization is not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, these organizations are not automatically exempt from other federal excise taxes.

Donors may deduct contributions to your organization as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to your organization or for its use are deductible for federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Young Men's Christian Association of Orange County
95-1644055

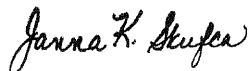
Your organization is not required to file federal income tax returns unless it is subject to the tax on unrelated business income under section 511 of the Code. If your organization is subject to this tax, it must file an income tax return on the Form 990-T, Exempt Organization Business Income Tax Return. In this letter, we are not determining whether any of your organization's present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

Section 6104 of the Internal Revenue Code requires you to make your organization's annual return available for public inspection without charge for three years after the due date of the return. The law also requires organizations that received recognition of exemption on July 15, 1987, or later, to make available for public inspection a copy of the exemption application, any supporting documents and the exemption letter to any individual who requests such documents in person or in writing. Organizations that received recognition of exemption before July 15, 1987, and had a copy of their exemption application on July 15, 1987, are also required to make available for public inspection a copy of the exemption application, any supporting documents and the exemption letter to any individual who requests such documents in person or in writing. For additional information on disclosure requirements, please refer to Internal Revenue Bulletin 1999 - 17.

Because this letter could help resolve any questions about your organization's exempt status and foundation status, you should keep it with the organization's permanent records.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely,

A handwritten signature in cursive script that reads "Janna K. Skufca".

Janna K. Skufca, Director, TE/GE
Customer Account Services

CARES COMMITTEE

Purpose Statement:

To optimize opportunities for people to experience and know Christ through YMCA programs and partnerships with Christian churches that provide services and support to staff, members, volunteers and the community.

Mission Statement:

To identify needs, seek connections and leverage resources for the implementation of the purpose.

Statement of Faith:

The Young Men's Christian Associations seek to unite those individuals who:

- Regard Jesus Christ as their God and Savior;
- Accept the Holy Scriptures;
- Desire to be His disciples in their faith and life;
- And associate their efforts for the extension of His Kingdom to all.



YMCA of Orange County CARES Project Budget Template



Fiducia
Consulting and Cares 2.0
\$43,500

20 hours/month for 12 months at discounted \$125/hour rate (normal rate \$175/hour)

	To Be Funded By YMCA	To Be Funded By Other Sources	Total Project Budget
Personnel/Staffing Expenses			
Direct/Program Staff Salaries - (Consulting fees)	\$30,000		\$30,000
Admin/Executive Staff Salaries			\$0
Direct/Program Staff Benefits & Taxes			\$0
Admin/Executive Staff Benefits & Taxes			\$0
Subtotal	\$30,000	\$0	\$30,000
Project/Operating Expenses - Fixed per branch			
<u>Connect</u> (Welcome gift for new members/ymca swag, etc.)((\$100/month)	\$1,200		\$1,200
<u>Community</u> (biweekly or monthly VIP new member party including giveaways, catered food etc(\$500/month).	\$6,000		\$6,000
<u>Care</u> (Quarterly serve opportunities, spontaneous staff/member care(\$400/month)	\$4,800		\$4,800
[INSERT ITEM]			\$0
Subtotal	\$12,000	\$0	\$12,000
Other Project/Operating Expenses - Flex			
Travel (Fiducia to carry majority of travel expenses)	\$1,500		\$1,500
[INSERT ITEM]			\$0
[INSERT ITEM]	\$0		\$0
[INSERT ITEM]	\$0		\$0
Subtotal	\$1,500	\$0	\$1,500
TOTAL COSTS	\$43,500	\$0	\$43,500

ClubIndustry.com

To Build Retention, Build a Community at Your Health Club

Health club operators can improve retention rates by creating a positive group environment and a greater sense of belonging among members.

[Claire Scro](#) | Apr 20, 2017

CONTENT BROUGHT TO YOU BY: [EZFacility](#)

When an individual enters your facility, they bring with them a persona yet to be known. As you engage and learn about this individual, you are able to better understand their unique personality. Their identity transforms from newcomer to member and then to loyal client. This process can be akin to the act of befriending someone. And while the strategy to building member retention can be addressed via one-on-one engagements, community involvement can make a more lucrative and inclusive impact.

Choosing to build a community in your business allows for trust and empathy and a comfortable flow of communication to grow. According to a study from the Virginia Affective Neuroscience Laboratory, the brain is inherently prone to empathize and make human connections. Keeping this in mind, your business can build client retention by creating a group environment and greater sense of belonging. The following list offers four strategies for building member retention from a community perspective.

1. Post shout-outs on social media. Share moments online that are simple but effective—ones which form a growing point for your business in client relationships. For example, a photo of a client and their trainer with a description on their first meeting

and how far they have come can do a lot in showcasing how your staff, and ultimately your business, cares about clients. Studies have shown that openly sharing stories on social media about a product can produce a bigger impact than direct messages about a product. The more clients are involved in the story, the bigger the impact. Spotlight spontaneous positive acts. Cater toward human interest with your social media posts, and you will develop trust between staff and clients.

2. Display records and notes of appreciation. In addition to record walls, appreciation boards allow clients to feel immersed within your business. This kind of effective communication is key to fostering community involvement. There should also be recognition for actions beyond competition. Emphasize that achievements can apply to the little things in life. If a few clients help staff members with a situation, or vice versa, sharing the moment online exemplifies that no social barriers exist in your facility.

3. Develop a customer relationship management system. Develop a customer relationship management (CRM) system in which you can create detailed and customized profiles to track and monitor individual client data. The more data you can record in a well-organized manner, the easier it will be to strengthen client relationships on both a larger and individual level. For example, if many clients are taking cycling classes, you may want to offer creative varieties of cycling classes or feature an event based around one of the classes. Additionally, you can create individual offers to clients who reach a certain milestone in their cycling classes.

4. Reward long-term members. Relationships that extend beyond your facility's physical walls can have a positive influence for your business. Synonymous to a circle of friends, stronger interactions and connections make it difficult for people to want to leave—because they feel a part of something. Remember to reward long-term members with personalized incentives. Developing incentives for loyal clients also gives the entire community a goal to work toward, in addition to showing them they are appreciated.

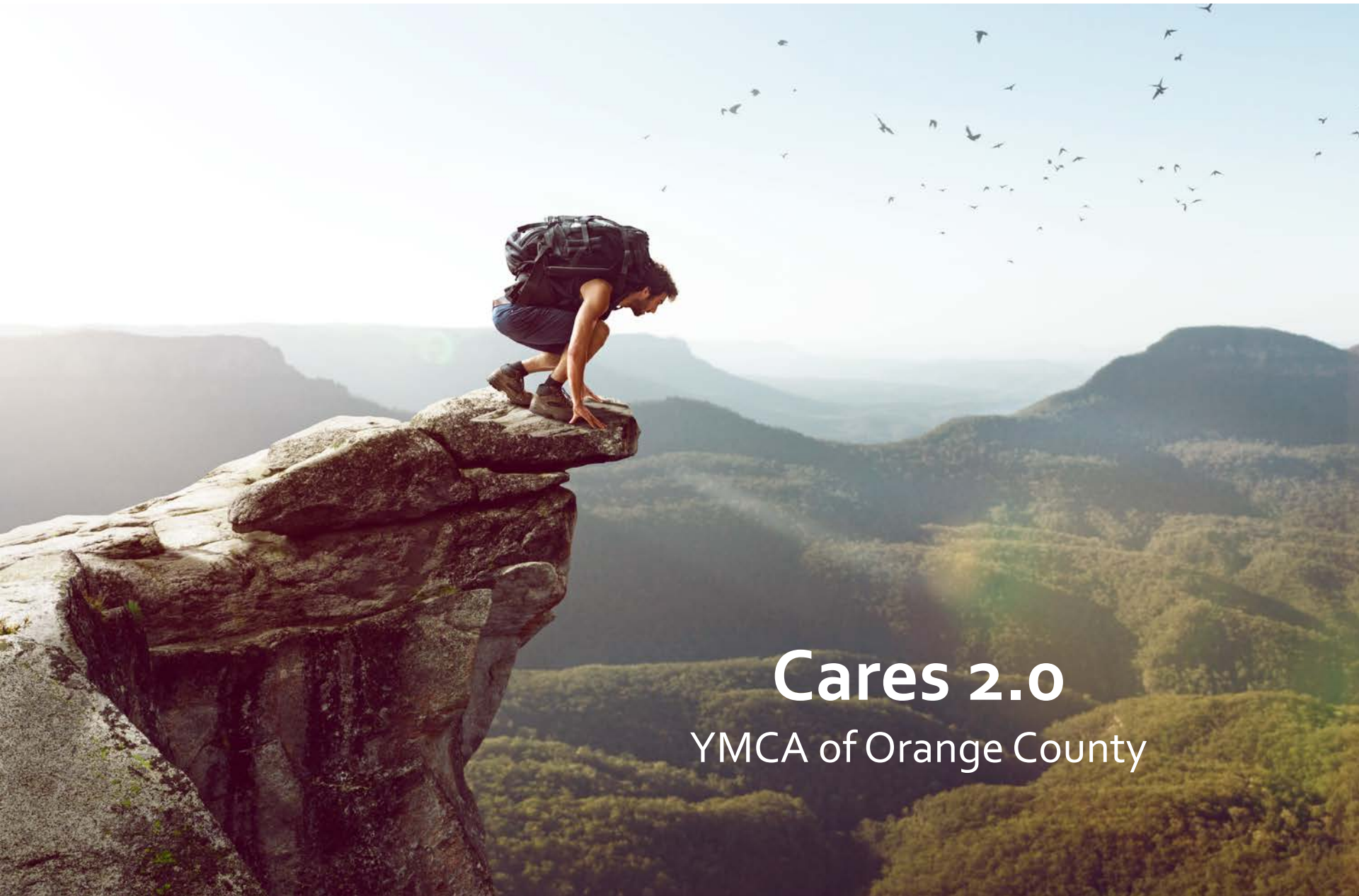
The manner of these incentives can be anything that works within your business—a free class, discounted membership and more. It's completely up to you on what fits the identity of your business.

BIO

Claire Scro serves as the marketing specialist at EZFacility where she is responsible for content creation and strategy for continued business development. With a background in journalism and technology, she brings with her a passion for editorial consistency and engaging content, which she aptly applies to providing resources to better enhance EZFacility clients' business efforts. Scro holds a bachelor of arts degree in journalism from Stony Brook University.

- 1) Is the \$47,500 budget for one branch as a pilot or for multiple branches?
Yes on multiple. We would be launching 2.0 at HB while maintaining Newport on a coaching/support level. After roughly first 5-6 months of launching HB, we expect the time needed there to slow a bit and then we could shift time toward the launch of another branch(s).
- 2) Will it be self-sustaining within 12 months or would we potentially need a request more funding in year two or three?
We asked for \$1000/month for a Cares Branch annual activity budget. Ideally, this would become an operational cost at the branch level, not a Cares cost. We will keep a close eye on retention and marketability to prove program value. As it does, we can visit how it can be an integrated into an operational cost. Dolores would best be able to speak to this. Long-term management sustainability would shift from Fiducia and become the Membership Director's management of the Cares team alongside a strong church partnership to spiritually guide the Cares team. However, each new branch launch of Cares 2.0 would need an activity budget...we'd encourage the new launches to come from Cares funding, if possible.
- 3) If they cannot fund the full amount is there a scaled down version we could implement? If not I can just put that the full amount is needed to run the program effectively.
If there was a scaled version, I'd say we could trim it from \$1000/month to \$800/month for the activity budget, but would prefer not to. As far as consulting hours...Our first 6 months is going to take the full amount of hours as we create the training, recruiting, and development of the program alongside new church partnerships. If we were to trim hours, it would need to fall into the second 6 months from 20 hours to about 15 hours, but do note that this could potentially limit us in the launch of new branches.

Fiducia's overarching role will be to broker the relationship between a Cares team(and church) of about 6-10 people sent to help drive community(and retention) to a new level at the YMCA. Our role would be to identify the Church, Cares team, train them, and manage them to a successful launch/program and then go and do the same at other branches.



Cares 2.0

YMCA of Orange County

Presented by:



Cares 1.0

- Newport Mesa and Huntington Beach branches
- Serve projects
- Onsite Chaplains
- Partnership with local churches
- Cares team becoming engaged and serving



Tension points



Sustainability

Integration

Cares 2.0

Community.

Every member a name; every member a story.

Business as mission.

Community creates retention.

Results.

We will track all impact.



Cares team:

6 – 10 “Sent”
members



Cares 2.0

Community Redefined.

