



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Finance Committee MINUTES

May 22, 2019

FINANCE COMMITTEE

Minutes May 22, 2019

Attendees: Sean Peasley, Ryan Fessler, Juliette Meunier (via phone), Alicia Chacon-bidwell, Dolores Daly, Jeff McBride, Joyce Kirchhofer, Crystal Immerman

Absent: Minh Hoang, Brian Constable

Sean called meeting to order at 11:37am

1. Review/Approve Meeting Minutes - Sean Peasley
 - April 17, 2019
 - Sean asked if everyone has had the opportunity to review the minutes and asked if there were any questions
 - Ryan suggested going forward to include those members who are absent in addition to present attendees
 - Juliette Meunier motioned to approve the minutes as presented
 - Ryan Fessler seconds the motion
 - All in favor; no nays or abstentions
2. 2018 Originally Reported Net Outcome vs. Audited Net Outcome -Joyce Kirchhofer
 - Audit reports on both 1) With donor restrictions and 2) Without donor restrictions
 - Reports to Committee and Board is Without donor restrictions
 - The large items posted subsequent to the initial December financials were covered and explained why they came later.
3. Deep Dive Financial - Joyce Kirchhofer and Dolores Daly
 - Joyce and Dolores presented a Deep Dive Financial PowerPoint presentation (Presentation is available upon request)
 - Presentation covered Key Target Areas and narrative/explanations were given for relevant variances in regards to:
 - Revenue to Budget
 - Revenue to Prior Year
 - Operating Margin to Budget
 - Sean, why is the Actual Operating Margin for Fullerton and Laguna Niguel similar at 35% but one is on target and the other is off target?
 - Dolores explained that the margin changes based on programs that are offered, facilities, etc. See the last

page of the presentation "metrics by branch square footage"

- Dolores stated that we are currently working with GRO which is a company that will be looking at all of our assets across the board and will provide recommendations on the best options for utilizing those assets for sustainability and high performance at all or YMCA OC locations. Management is finalizing the plan with GRO this week and it will take approximately 4 months to get the information analyzed and returned with recommendations

- Operating Margin to prior year
- Branch Contributions
- Program Operating Margins to prior year
- Program Contributions

4. Expenses – Joyce Kirchhofer

- Joyce referred to the handout in the packet of the top expenses for twelve months ending 12/31/2018 and pointed out a few top items that the YMCA of OC's purchasing manager has been working on:
 - Amazon Business Prime Account savings of \$23,000
 - Cell Phone Costs; we reduced the monthly allotment
 - Utilities; lighting upgrades (LED)
 - While looking at reference check costs, Miguel asked about drug screening. We may save an additional \$37,000 if we can make this change, it is being run by our labor attorney.

5. Huntington Beach Branch Update - Joyce Kirchhofer

- Management is meeting with landlord (today). We will leave this item on the agenda for follow up at our next meeting

6. Other Business

- Finance Committee Meetings will be the 3rd Friday of each month beginning in June (next meeting is June 21st @ noon)

Meeting Adjourned – at 12:52pm



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Finance Committee Meeting

May 22, 2019

FINANCE COMMITTEE MEETING AGENDA
May 22 @ 11:30am
YMCA – Tustin Office – Front Conference Room

- | | |
|---|----------------------------------|
| 1. Review/Approve Meeting Minutes | Sean Peasley |
| - April 17, 2019 | |
| 2. 2018 Originally Reported Net Outcome vs. Audited Net Outcome | Joyce Kirchhofer |
| 3. Financials | Joyce Kirchhofer |
| - YMCA | |
| - Investment Summary | |
| - Tipper, LLC – Welfare Tax Exemption Update | |
| 4. Program Financials | Joyce Kirchhofer
Dolores Daly |
| 5. Expenses | Alicia Chacon-Bidwell |
| 6. Huntington Beach Branch Update | Joyce Kirchhofer |
| 7. Chart of Work date changes/updates | Joyce Kirchhofer |

Next Meeting: June 19, 2019



FOR YOUTH DEVELOPMENT
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Finance Committee Meeting MINUTES

April 17, 2019

FINANCE COMMITTEE MEETING

MINUTES

April 17 @ 11:30am

Present: Dolores Daly, Jeff McBride, Joyce Kirchhofer, Juliette Meunier, Sean Peasley, Minh Hoang, David Lamb

Via Conference Call: Brian Constable

Guests: Bonanni Development (exited meeting at 12:27pm)

1. Newport Mesa Presentation/Discussion – Ed, Cole and Bret Bonanni/Bonanni Development
 - Presentation given by Bonanni development to generate ideas and options to start the conversation around possibilities for the Newport Mesa location
 - Renovate (ADA kicks in), Rebuild, Sell (in whole or part), Sell/Lease, Other
 - Obstacles noted: Parcel is located in the OC Airport Zone, Coastal Commission Zone
 - Possible city zoning issues
 - Possible neighbor issues
 - Recommendation for the BOD from Finance Committee
 - Jeff recommends assigning a task team to dive into the options and details. Proposed initial members for the task team:
 - Dave Lamb
 - John Rochford
 - Tony Spriggs
 - Jeff McBride
 - Dolores Daly
 - Joyce Kirchhofer
2. Review/Approve Meeting Minutes - Juliette Meunier
 - March 20, 2019
 - Sean Peasley motioned to approve minutes as presented
 - Minh Hoang seconded the motion
 - All members approve, no objections
3. Huntington Beach Branch Update - Joyce Kirchhofer & Dolores Daly
 - Joyce gave a recap of the Huntington Beach location and reiterated that the only way we will be able to keep this property open is if landlord reduces the rent significantly
 - It is less of a financial impact if we wait out the lease verses closing the doors early
 - Will have an answer from landlord and other info to the committee for the May BOD meeting
4. Financials - Joyce Kirchhofer
 - Joyce Kirchhofer gave a brief overview of the financials in the packet. She mentioned when comparing to prior year the majority of the variances are due to a 2018 Adventure Guides adjustment. There were no questions from the committee
 - Tipper, LLC
 - Welfare Tax Exemption Update Tipper received an exemption on the Property taxes (welfare tax exemption) and the exception is for roughly 50% of the building
 - Tipper, LLC – The Franchise Tax Board granted exemption at the state level
5. Chart of Work date changes/updates - Joyce Kirchhofer
 - Juliette suggested to remove multiyear budget from COW or move it down to another month
 - Joyce mentioned that the current COW is a little too tactical and this committee needs to stay more at the strategic level
 - Will add the Chart of Work onto the next FC agenda

YMCA of Orange County
Financial Highlights – Year to Date
April 2019

Assets	\$ 37.8M
Liabilities	\$ 9.5M
Net Assets	\$ 28.3M

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Operating Revenue	\$ 14,707,027	\$ 14,903,814	\$ (196,787)
Operating Expenses	12,506,651	12,869,200	362,549
Operating Net	2,200,376	2,034,614	165,762
 Scholarships Awarded	 (306,959)	 (326,235)	 19,276
Investment Income - Net of Fees	998,304	56,541	941,763
Depreciation	(475,319)	(483,005)	7,686
Investment in Subsidiary-Tipper	(68,543)	(92,811)	24,268
Interest Expense	(18,900)	(27,126)	8,226
Gain/(Loss) Sale of Assets	1,922	-	1,922
CARES/PDF - YTD (Unspent) Budget	-	(57,000)	57,000
Net Outcome	<u>\$ 2,330,881</u>	<u>\$ 1,104,978</u>	<u>\$ 1,225,903</u>

Balance Sheet Summary - Statement of Financial Position report

Assets increased \$4.86M (+15%) over prior year, primarily from the \$1.25M cash asset transfer from the Orange YMCA. We have used \$61k in the service area leaving \$1.18M restricted. The unused portion of the restricted funds appears in the liability section of the Balance Sheet. In January additional large cash outlays were incurred due to the final payment on the Murrieta lease termination settlement payment of \$332k, delayed monthly credit card payment of \$340k and other miscellaneous payables from December paid in January. These items also affected the Prepaid Rent and Accounts Payable.

Profit & Loss Summary

Year to date has produced an Operating Net of \$2.2M (15% vs 14% budgeted) and a Net Outcome Surplus of \$2.3M (16% vs. 7% budgeted). \$1M of the \$1.2M favorable variance is due to the investments, primarily the unbudgeted investment.

Challenges in Operations: 1) The city's construction continues to impact Laguna Niguel's membership but staff continue to work their plan to acquire and retain membership during the disruption. 2) Personal training and sports program results are down across the association. The respective Resource Teams and leadership are looking deeper into the issue to address. 3) Multiple branches have not reached Annual Campaign goals year to date. Extending Campaign past April is not desirable because staff should be shifting focus to summer programming.

Successes in Operations: 1) Fullerton, Santa Ana, Orange, Huntington Beach, New Horizons, Mission Viejo, Pomona Valley and New Horizons, all exceeded their budgeted and Prior Year Operating Net outcome. 2) A switch at the beginning of the year from Silver Sneakers to Renew Active and AARP for 3rd party memberships for seniors is resulting in \$56k higher YTD revenue than budgeted. 3) Across the Association, salary and wages our largest expenses is being managed well.

YMCA of Orange County
Statement of Financial Position-Consolidated
4/30/2019

	<u>4/30/2019</u>	<u>12/31/2018</u>
ASSETS		
<i>Current Assets</i>		
Cash and cash equivalents	4,148,690	3,346,003
Investments	11,474,888	10,483,166
Accounts Receivable - Net Allowance	1,098,069	787,924
Annual Pledges Receivable - Net Allowance	83,774	26,642
Deposits and Prepaid Rent	102,415	37,930
Prepaid Insurance	134,199	9,865
Other Prepaid Expenses	256,853	439,829
Total Current Assets	<u>17,298,888</u>	<u>15,131,359</u>
<i>Other Assets</i>		
Property, Plant and Equipment, Net	20,477,800	20,831,332
Total Other Assets	<u>20,477,800</u>	<u>20,831,332</u>
Total Assets	<u><u>37,776,688</u></u>	<u><u>35,962,691</u></u>
LIABILITIES AND NET ASSETS		
<i>Current Liabilities</i>		
Accounts Payable	433,399	1,602,210
Liability Under Trust Agmt	4,805	5,255
Accrued Payroll and Employee Benefits	2,011,094	2,139,582
Program Fees Received In Advance - Other	2,534,114	1,228,300
Total Current Liabilities	<u>4,983,412</u>	<u>4,975,347</u>
<i>Long-term Liabilities</i>		
Self-Insurance Liability and Other Reserves	60,643	175,000
Notes Payable	4,454,184	4,536,801
Total Long-Term Liabilities	<u>4,514,827</u>	<u>4,711,801</u>
Total Liabilities	<u>9,498,239</u>	<u>9,687,148</u>
<i>Net Assets</i>		
Current Operations - YMCA	2,330,880	2,786,556
Current Operations - Tipper, LLC	(68,543)	(167,294)
Current Operations (Restricted,Capital & Endowment)	(327,973)	(622,027)
Unrestricted/Temporarily/Permanently Restricted	26,344,085	24,278,308
Total Net Assets	<u>28,278,449</u>	<u>26,275,543</u>
Total Liabilities And Net Assets	<u><u>37,776,688</u></u>	<u><u>35,962,691</u></u>

YMCA of Orange County
Statement of Activities By Branch Operating Net
For the Four Months Ending
4/30/2019

	Current Year YTD				Prior Year YTD Comparison		
	Actual	Budget	Variance	% Variance	Prior YTD	Curr YTD vs Prior YTD	% Variance
Operating Revenue By Branch							
Fullerton Family	944,762	948,961	(4,199)	-0.4%	860,892	83,870	9.7%
Santa Ana Family	237,812	212,031	25,781	12.2%	215,161	22,651	10.5%
Orange Family	33,169	30,114	3,055	10.1%	0	33,169	#DIV/0!
Huntington Beach Family	516,317	513,834	2,483	0.5%	580,614	(64,297)	-11.1%
Yorba Linda/Placentia Family	116,855	148,372	(31,517)	-21.2%	204,640	(87,785)	-42.9%
Newport Mesa Family	910,660	1,025,891	(115,231)	-11.2%	818,484	92,176	11.3%
YCS New Horizons	352,549	342,984	9,565	2.8%	343,689	8,860	2.6%
Laguna Niguel Family	1,006,854	1,060,444	(53,590)	-5.1%	1,111,374	(104,520)	-9.4%
Mission Viejo Family	1,085,064	1,035,833	49,231	4.8%	1,142,354	(57,290)	-5.0%
Rancho Mission Viejo	7,256	23,560	(16,304)	-69.2%	0	7,256	#DIV/0!
Childcare	8,998,392	9,133,042	(134,650)	-1.5%	8,137,783	860,609	10.6%
Camp E.L.K.	104,900	139,644	(34,744)	-24.9%	253,831	(148,931)	-58.7%
San Gabriel Valley	8,107	10,158	(2,051)	-20.2%	0	8,107	#DIV/0!
Murrieta Family	(227)	0	(227)	#DIV/0!	242,511	(242,738)	-100.1%
Pomona Valley	171,626	140,120	31,506	22.5%	192,607	(20,981)	-10.9%
Maple Hill Family	56,070	63,519	(7,449)	-11.7%	45,004	11,066	24.6%
Corporate Initiatives	1,075	0	1,075	#DIV/0!	44,450	(43,375)	-97.6%
Association Office	28,203	3,200	25,003	781.3%	2,703	25,500	943.4%
Board Fundraising	127,583	72,107	55,476	76.9%	91,150	36,433	40.0%
Total Operating Revenue	14,707,027	14,903,814	(196,787)	-1.3%	14,287,247	419,780	2.9%
Operating Net by Branch							
Fullerton Family	331,761	325,052	6,709	2.1%	273,547	58,214	21.3%
Santa Ana Family	50,694	37,205	13,489	36.3%	37,717	12,977	34.4%
Orange Family	10,416	4,711	5,705	121.1%	0	10,416	#DIV/0!
Huntington Beach Family	(24,426)	(54,701)	30,275	55.3%	(64,710)	40,284	62.3%
Yorba Linda/Placentia Family	42,335	56,512	(14,177)	-25.1%	75,770	(33,435)	-44.1%
Newport Mesa Family	203,590	205,555	(1,965)	-1.0%	214,912	(11,322)	-5.3%
YCS New Horizons	142,678	127,731	14,947	11.7%	134,091	8,587	6.4%
Laguna Niguel Family	347,490	370,045	(22,555)	-6.1%	438,595	(91,105)	-20.8%
Mission Viejo Family	332,394	262,950	69,444	26.4%	325,105	7,289	2.2%
Rancho Mission Viejo	(7,046)	(2,383)	(4,663)	-195.7%	0	(7,046)	#DIV/0!
Childcare	3,081,394	3,183,546	(102,152)	-3.2%	2,940,485	140,909	4.8%
Camp E.L.K.	(28,637)	(11,372)	(17,265)	-151.8%	89,179	(117,816)	-132.1%
San Gabriel Valley	1,228	33	1,195	3621.2%	(8,284)	9,512	114.8%
Murrieta Family	(33,498)	0	(33,498)	#DIV/0!	(109,451)	75,953	69.4%
Pomona Valley	(456)	(41,860)	41,404	98.9%	(7,868)	7,412	94.2%
Maple Hill Family	(46,838)	(35,151)	(11,687)	-33.2%	(43,517)	(3,321)	-7.6%
Corporate Initiatives	(76,998)	(61,925)	(15,073)	-24.3%	14,789	(91,787)	-620.6%
Association Office	(2,228,087)	(2,364,791)	136,704	5.8%	(2,483,618)	255,531	10.3%
Board Fundraising	102,382	33,457	68,925	206.0%	88,281	14,101	16.0%
Total Operating Net	2,200,376	2,034,614	165,762	8.1%	1,915,023	285,353	14.9%

YMCA of Orange County

Statement of Activities By Branch Operating Net
For the Four Months Ending
4/30/2019

	Current Year YTD				Prior Year YTD Comparison		
	Actual	Budget	Variance	% Variance	Prior YTD	Curr YTD vs Prior YTD	% Variance
Scholarships Awarded	(306,959)	(326,235)	19,276	5.9%	(330,997)	24,038	7.3%
Cares/PDS Funding - Source	(36,712)	(66,336)	29,624	44.7%	(30,141)	(6,571)	-21.8%
Cares/PDS Funding - Allocated/Used	36,712	9,336	27,376	293.2%	30,141	6,571	21.8%
Gain/(Loss) Sale of Assets	1,922	0	1,922	#DIV/0!	1,054	868	82.4%
Interest Expense	(18,900)	(27,126)	8,226	30.3%	(28,801)	9,901	34.4%
Depreciation Expense	(475,319)	(483,005)	7,686	1.6%	(527,957)	52,638	10.0%
Gain/(Loss) In Subsidiary	(68,543)	(92,811)	24,268	26.1%	(65,209)	(3,334)	-5.1%
Investment Income/(Loss) - Net of Fees	(8,660)	56,541	(65,201)	-115.3%	23,403	(32,063)	-137.0%
Investment Valuation	1,006,964	0	1,006,964	#DIV/0!	(72,113)	1,079,077	1496.4%
Association Services	0	0	0	#DIV/0!	3,200	(3,200)	-100.0%
Total Net Outcome	2,330,881	1,104,978	1,225,903	110.9%	917,603	1,413,278	154.0%

Orange YMCA asset transfer - Restricted Balance

(Unused portion not reflected in the amounts above) 1,189,298

Note: The following investment activity is not budgeted but is in the actual numbers above.

	Current YTD	Prior Year YTD
Investment Valuation - Gain / (Loss)	1,006,964	(72,113)
Short Term Gain (Loss)	(49,147)	(12,247)
Long Term Gain (Loss)	(61,015)	(24,669)
Total	896,802	(109,029)

YMCA of Orange County

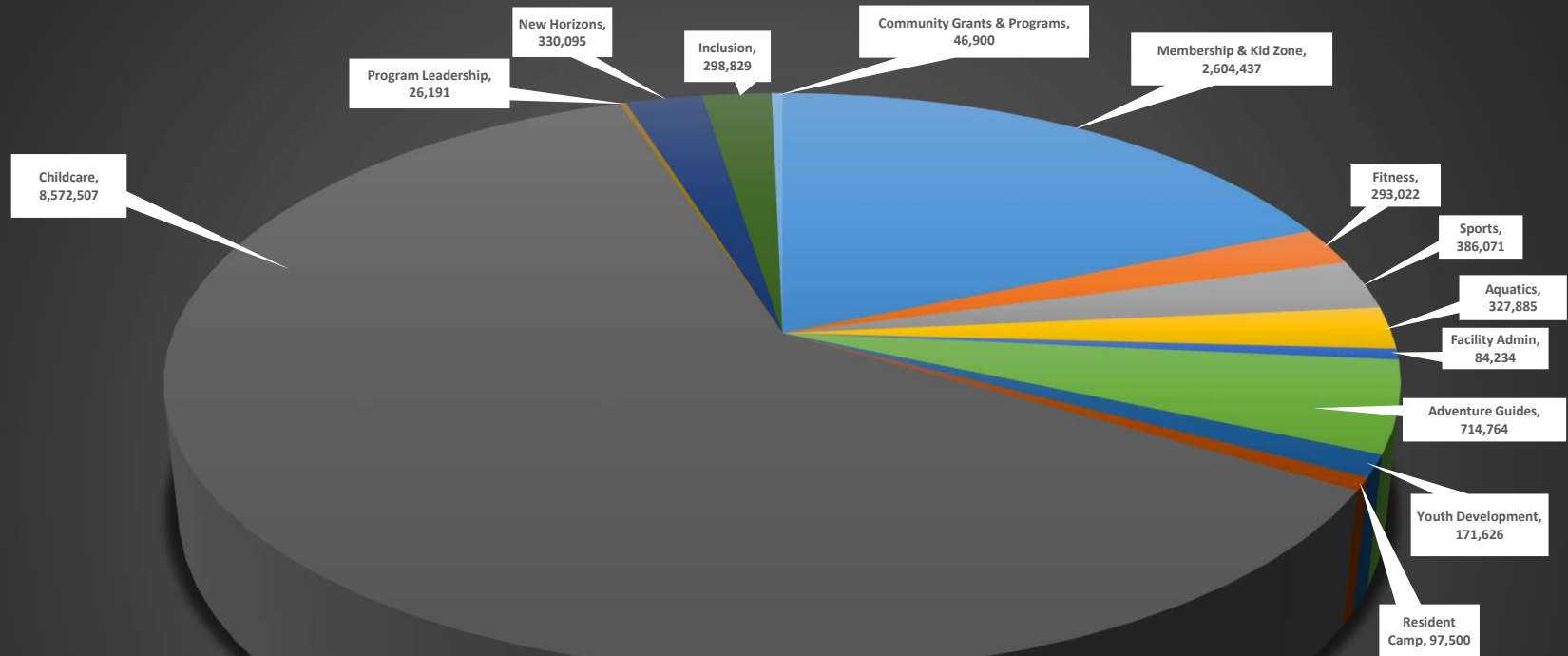
Financials - Selected Program Areas

For the Four Months Ending

4/30/2019

	Current Year-to-Date						Prior Year Year-to-Date			
							Curr vs Prior			
	Actual	% of Program Rev	Budget	% of Program Rev	Variance	% Variance	Actual	% of Program Rev	Variance	% Variance
Operating Revenue										
Membership & Kid Zone	2,604,437	18.7%	2,596,257	18.3%	8,180.00	0.3%	2,784,111	20.6%	(179,674)	-6.5%
Fitness	293,022	2.1%	317,263	2.2%	(24,241)	-7.6%	283,776	2.1%	9,246	3.3%
Sports	386,071	2.8%	428,537	3.0%	(42,466)	-9.9%	317,318	2.3%	68,753	21.7%
Aquatics	327,885	2.3%	321,300	2.3%	6,585	2.0%	277,251	2.0%	50,634	18.3%
Facility Admin	84,234	0.6%	84,233	0.6%	1	0.0%	84,234	0.6%	0	0.0%
Adventure Guides	714,764	5.1%	742,441	5.2%	(27,677)	-3.7%	966,610	7.1%	(251,846)	-26.1%
Youth Development	171,626	1.2%	140,120	1.0%	31,506	22.5%	578,077	4.3%	(406,451)	-70.3%
Resident Camp	97,500	0.7%	138,351	1.0%	(40,851)	-29.5%	253,306	1.9%	(155,806)	-61.5%
Childcare	8,572,507	61.4%	8,695,779	61.3%	(123,272)	-1.4%	7,356,453	54.3%	1,216,054	16.5%
Program Leadership	26,191	0.2%	30,114	0.2%	(3,923)	-13.0%	11,897	0.1%	14,294	120.1%
New Horizons	330,095	2.4%	318,584	2.2%	11,511	3.6%	318,685	2.4%	11,410	3.6%
Inclusion	298,829	2.1%	310,784	2.2%	(11,955)	-3.8%	308,274	2.3%	(9,445)	-3.1%
Community Grants & Programs	46,900	0.3%	72,000	0.5%	(25,100)	-34.9%	5,000	0.0%	41,900	838.0%
Operating Revenue	13,954,061	100%	14,195,763	100%	(241,702)	-1.7%	13,544,992	100%	409,069	3.0%
Operating Net										
Membership & Kid Zone	1,801,312	69.2%	1,750,736	67.4%	50,576	2.9%	1,816,107	65.2%	(14,795)	-0.8%
Fitness	(182,015)	-62.1%	(171,490)	-54.1%	(10,525)	-6.1%	(224,628)	-79.2%	42,613	19.0%
Sports	225,737	58.5%	228,539	53.3%	(2,802)	-1.2%	142,432	44.9%	83,305	58.5%
Aquatics	13,267	4.0%	5,735	1.8%	7,532	131.3%	(8,088)	-2.9%	21,355	264.0%
Facility Admin	(633,088)	-751.6%	(616,946)	-732.4%	(16,142)	-2.6%	(723,318)	-858.7%	90,230	12.5%
Adventure Guides	151,016	21.1%	85,617	11.5%	65,399	76.4%	311,257	32.2%	(160,241)	-51.5%
Youth Development	(6,463)	-3.8%	(53,693)	-38.3%	47,230	88.0%	(44,331)	-7.7%	37,868	85.4%
Resident Camp	(36,576)	-37.5%	(10,279)	-7.4%	(26,297)	-255.8%	91,852	36.3%	(128,428)	-139.8%
Childcare	3,230,827	37.7%	3,365,938	38.7%	(135,111)	-4.0%	3,123,293	42.5%	107,534	3.4%
Program Leadership	(659,370)	-2517.5%	(687,637)	-2283.4%	28,267	4.1%	(648,334)	-5449.6%	(11,036)	-1.7%
New Horizons	134,244	40.7%	120,488	37.8%	13,756	11.4%	124,678	39.1%	9,566	7.7%
Inclusion	42,992	14.4%	67,425	21.7%	(24,433)	-36.2%	57,285	18.6%	(14,293)	-25.0%
Community Grants & Programs	(5,367)	-11.4%	9,072	12.6%	(14,439)	-159.2%	(7,623)	-152.5%	2,256	29.6%
Operating Net	4,076,516	29%	4,093,505	29%	(16,989)	-0.4%	4,010,582	30%	65,934	1.6%

Program Revenue
For the Four Months Ending
4/30/19



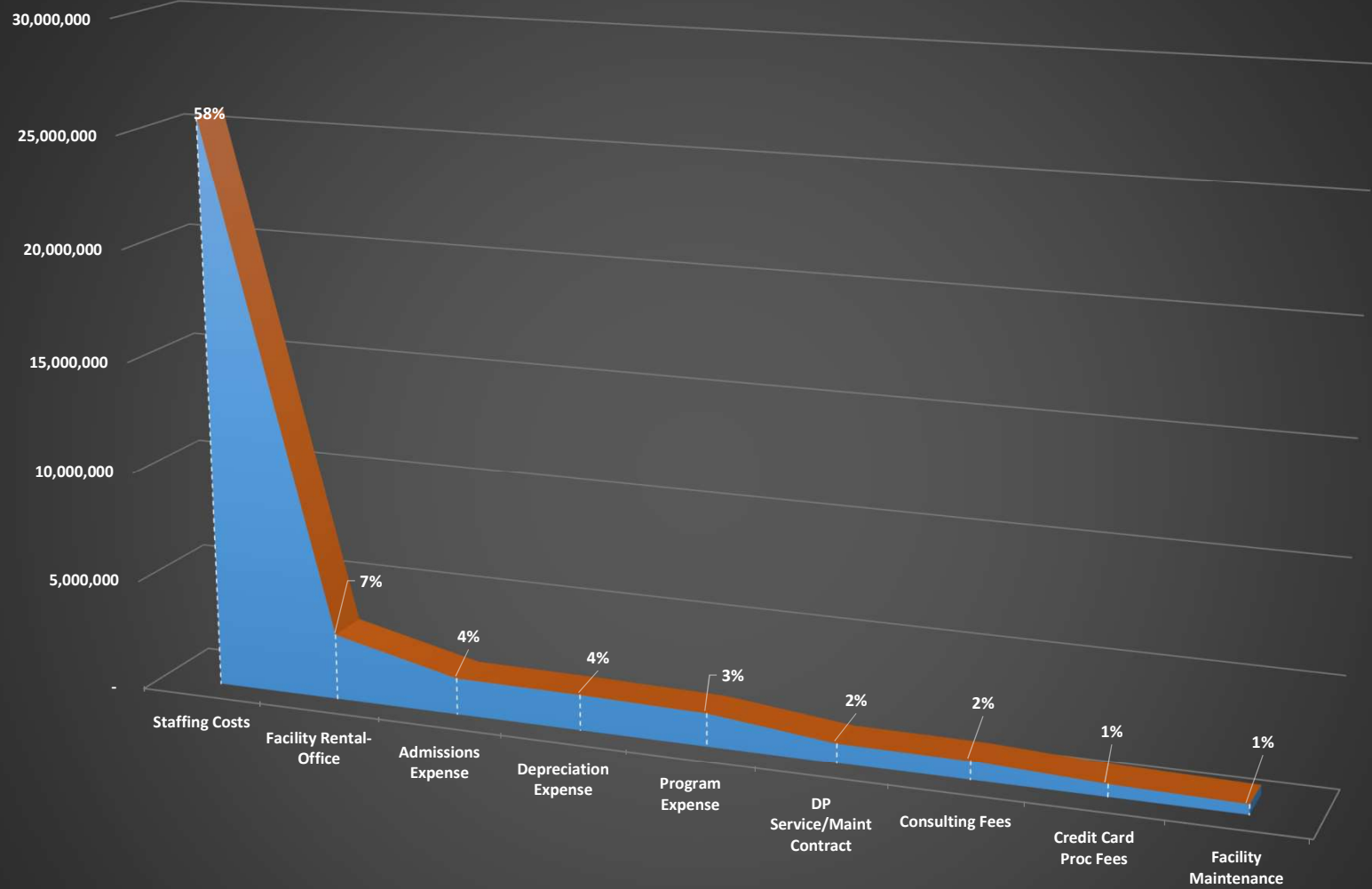
	Actual	% of Revenue	% of Program Operating Net
Membership & Kid Zone	2,604,437	18.7%	69.2%
Fitness	293,022	2.1%	-62.1%
Sports	386,071	2.8%	58.5%
Aquatics	327,885	2.3%	4.0%
Facility Admin	84,234	0.6%	-751.6%
Adventure Guides	714,764	5.1%	21.1%
Youth Development	171,626	1.2%	-3.8%
Resident Camp	97,500	0.7%	-37.5%
Childcare	8,572,507	61.4%	37.7%
Program Leadership	26,191	0.2%	-2517.5%
New Horizons	330,095	2.4%	40.7%
Inclusion	298,829	2.1%	14.4%
Community Grants & Programs	46,900	0.3%	-11.4%
	13,954,061	100.0%	

YMCA of Orange County
Top Expenses
For the Twelve Months Ending December 31, 2018

Item #	Acct #	Expense Account	Amount	% of Total Expenses	Explanation of Expense
Staffing Costs					
1a	2110	Salaries/Wages	21,328,564	47.7%	1a. Staffing is our largest expense and also our most valuable resource. We have about 1250 employees with 250 full time and about 1k part time along with seasonal staff.
1b	2310	Payroll Taxes	1,577,636	3.5%	1b. Statutory payroll taxes are calculated on wages paid.
1c	2320	Unemployment Insurance Premium	208,116	0.5%	1c. Self-insured but calculated via payroll until year end when it is trued up to actual claims liability.
1d	2330	Worker's Compensation	604,698	1.4%	1d. Part of a self-insured group but premiums calculated and remitted based on wages
1e	2220	Retirement Plan Premiums	1,190,444	2.7%	1e. Provide 11% contribution to retirement account for eligible employees
1f	2245	Employee Insurance Benefits	776,203	1.7%	1f. Currently provide \$300/mo. to full time staff for medical, EE only dental, 100% life & LTD
Total Staffing Costs			25,685,661	57.5%	

Other Costs					
2	2810	Facility Rental-Office	2,968,754	6.6%	Not all sites have donated use of land/building so those sites have leases and incur Facility Rent expense. Huntington Beach is \$500k, Murrieta \$909k (includes rent settlement \$582k), the Assoc. Office \$275k and all of Childcare (over 70 sites) is at \$235k.
3	3429	Admissions Expense	1,646,960	3.7%	The vast majority of this is for the Adventure Guides program, events/trips with parents and children. We charge the family the cost of the event/trip.
4	2890	Depreciation Expense	1,599,466	3.6%	2018 Balance Sheet shows \$20M of net fixed assets, we added about \$2M in cost during 2018
5	3425	Program Expense	1,490,705	3.3%	General items purchased for running programs that do not otherwise have a specific account are put here. Childcare, Youth In Government (YIG) account for about 1/2. The vast majority for YIG is for registration fees.
6	2480	DP Service/Maint Contract	874,489	2.0%	Any hardware maintenance or software service gets coded here. This includes copier maintenance/supplies contract, program software (DCW, CRM, Daxko, Avid, Paycom, Zones, Mindflash, etc.) and server licenses.
7	2450	Consulting Fees	848,142	1.9%	About 1/2 of the expense is for our IT support, we have IT staff members, the remaining ones are from IT consulting. \$107k is for Reveille and Taylor Digital that provides marketing and public relations.
8	3625	Credit Card EFT Proc Fees	574,045	1.3%	Credit card processing fees. Payments processed via our childcare software DCW and Health & Wellness software Daxko.
9	2845	Facility Maintenance	458,652	1.0%	Repair and maintenance for various facility needs such as plumbing, air conditioning, walls, floors.
				23.4%	

YMCA of Orange County 2018 Top Expenses



	Staffing Costs	Facility Rental-Office	Admissions Expense	Depreciation Expense	Program Expense	DP Service/Maint Contract	Consulting Fees	Credit Card Proc Fees	Facility Maintenance
% of Total Expenses	58%	7%	4%	4%	3%	2%	2%	1%	1%
Amount	25,685,661	2,968,754	1,646,960	1,599,466	1,490,705	874,489	848,142	574,045	458,652

FINANCE COMMITTEE - CHART OF WORK (2019)

Each meeting will cover an overview of financial statements

January	Year-end review of detailed financials
February	HR and Legal Committee Joint Meeting to review and update guidelines on intersection points
March	Review and discuss a multiyear budget developed by management; ensure budget aligns with strategic plan.
April	Newport Mesa and Huntington Beach Updates Tipper, LLC financials
May	Thorough review of financial statements to include detail review of the top 10-15 largest expenses
June	Audit Committee joint meeting to review update guidelines on intersection points.
July	Minimizing expenses/vendor management – Understand processes to minimize expenses & vendor management Cares and PDF joint meeting to review and update guidelines on intersection points
August	Executive compensation and Investment committees joint meeting to review update guidelines on intersection points FC Chair, CEO and CFO to discuss FC Chair succession plan
September	Minimize financial risk through a review of insurance coverage with a presentation by Insurance Broker to review coverages and to discuss renewal options and risks. Revenue analysis and overview of trends and opportunities
October	Thorough review of financial statements to include detail review of the top 10-15 largest expenses
November	Review and approve annual operating budget developed by management; Ensure budget aligns with organizational goals and has strategies to achieve Review and approve Tipper budget
December	Review discuss and approve the 2020 chart of work and metrics to report to the BOD based on the strategic plan.
As Needed Meetings	Approve large expenditures that require Finance Committee approval including long-term leases/contracts, loans, capital expenditures Connection to other committees: Connection with Site Review Committee re: approve recommendations as to new sites or discontinuance of sites Joint meeting with one or more other committees to review any large risks/liabilities identified by Legal/HR/IT/Audit

	<p>Review significant control deficiencies/audit findings identified by Audit Committee</p> <p>Review and approve significant funding through PDF or CARES committees</p>
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