



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Program Development Committee

May 17, 2022

**YMCA Board Room
11:30am – 1:00pm**

**PROGRAM DEVELOPMENT COMMITTEE
AGENDA
May 17, 2022**

COMMITTEE MEMBERS;

John Rochford (Chair), David Lamb, Jay Scott, Beth Macaller, Dolores Daly, Anna Romiti

GUESTS:

Adventure Guides: Michael Prange, Zachary Brooks

E-Sports: Joe Jimenez

CYD/HomeSchool: Dorain Cassell

PRESENTATIONS

11:30am – 11:40am
Adventure/Family Guides

11:45am – 12:05pm
E-Sports

12:10pm – 12:30pm
CYD/Home School

**12:30pm – 1:00pm
CLOSED SESSION
COMMITTEE MEMBERS ONLY
Lunch will be served**

1. PDF Deliberation/Vote on Requests
2. Meeting Minute Approval – February 15, 2022
3. PDF Chart of Work and Guidelines
 - a. Attached documents have changes noted from the February meeting. Please review for accuracy. We need to vote for approval.



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Program Development Committee

February 15, 2022

Meeting Minutes

PROGRAM DEVELOPMENT FUND COMMITTEE

**February 15, 2022
MINUTES**

Present: John Rochford, Jay Scott, Dolores Daly, Anna Romiti

Absent: David Lamb, Jeff McBride

Guests: Michael Prange, Zach Brooks

1. Michael Prange and Zach Brooks gave a recap/overview of the initial request
 - a. October 2019 initial request for funds from PDF was approved for \$5,000, COVID hit and the program had to be postponed
 - b. The program provides an opportunity for children and parents to spend quality time together and strengthen the relationship bonds fostering a healthy dynamic; this program is not your typical YMCA program as it caters to the changing dynamics and demographics of today's family (eg. Single mothers, same sex couples and "whole" families involving both parents and all children)
 - Program reopened in September of 2021 with 13 families currently enrolled (33 total in the group).
 - Reopened the program in September of 2021 and there are 13 families currently enrolled and 33 total in the group
 - Interest is expanding for this type of program and there is a great anticipation for growth
 - c. The initial request for \$50k would be to sustain this program for up to three years
 - Funds will allow the purchase of equipment to help underserved families participate in the program without additional expense (tents, blankets, camping equipment, etc)
 - PDF Committee requests for to have the budget and proposal updated and to be presented again at the next PDF committee meeting in May
2. PDF Committee members collaboratively reviewed the PDF Guidelines and current Chart of Work
 - a. Chart of Work needs to be updated with correct titles, member names and number of members (3)
 - b. Crystal and Dolores will add the Financial Strategy Verbiage
 - c. Crystal will update both documents and will send to John Rochford for review

Adjourn @ 12:45pm

NEXT MEETING: MAY 19TH @ 11:30AM

CHAIR: JOHN ROCHFORD



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Program Development Committee

May 17, 2022

**Family Guides
Updated Budget**

BUDGET TEMPLATE

BRANCH: **AG**

PROGRAM: **Family Guides**

YEAR 1	2021-2023												Annual	% of Rev
	January	February	March	April	May	June	July	August	September	October	November	December		
Head Count	31	36	36	36	36	36	36	36	50	50	50	50	483	
Other: _____													0.00	
Other: _____													0.00	
Revenue	179.19	208.36	208.36	208.36	208.36	208.36	208.36	208.36	291.70	291.70	291.70	291.70	2,804.51	
Total Revenue	179.19	208.36	208.36	208.36	208.36	208.36	208.36	208.36	291.70	291.70	291.70	291.70	2,804.51	
Expenses														
Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Payroll Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Benefits													0.00	0
Y Retirement													0.00	0
Office Supplies													0.00	0.0%
Postage													0.00	0.0%
Maintenance/Janitorial													0.00	0.0%
Facility Maintenance													0.00	0.0%
Contracted janitorial													0.00	0.0%
Food and Beverage													0.00	0.0%
Utilities													0.00	0.0%
Telephone													0.00	0.0%
Telephone (cell)													0.00	0.0%
Promotion and Advertising													0.00	0.0%
Mileage													0.00	0.0%
Admissions/Transportation													0.00	0.0%
Program Supplies						5,000.00		5,000.00					10,000.00	356.6%
Meeting Expense						180.00							180.00	6.4%
Prop Ins	1.97	2.29	2.29	2.29	2.29	2.29	2.29	2.29	3.21	3.21	3.21	3.21	30.85	1.1%
SIR	0.54	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.88	0.88	0.88	0.88	8.41	0.3%
Lease													0.00	0.0%
Facility Rental													0.00	0.0%
Marketing				500.00	500.00	500.00	500.00	500.00					2,500.00	89.1%
Fair Share	2.24	2.60	2.60	2.60	2.60	2.60	2.60	2.60	3.65	3.65	3.65	3.65	35.06	1.3%
Credit Card	3.58	4.17	4.17	4.17	4.17	4.17	4.17	4.17	5.83	5.83	5.83	5.83	56.09	2.0%
Bank Fees													0.00	0.0%
Staff Training													0.00	0.0%
Volunteer Recognition and Training													0.00	0.0%
Staff Recognition													0.00	0.0%
Staff Uniforms													0.00	0.0%
Hiring Costs													0.00	0.0%
Equipment Purchase													0.00	0.0%
Computer Purchase													0.00	0.0%
													0.00	0
													0.00	0
													0.00	0.0%
Total Expenses	8.33	9.69	9.69	509.69	509.69	5,689.69	509.69	5,509.69	13.56	13.56	13.56	13.56	12,810.41	456.8%
Operating Net	170.86	198.67	198.67	(301.33)	(301.33)	(5,481.33)	(301.33)	(5,301.33)	278.14	278.14	278.14	278.14	(10,005.90)	-356.8%
Scholarships Awarded													0.00	0.0%
AO Service Fee	1.21	1.40	1.40	73.90	73.90	825.00	73.90	798.90	1.97	1.97	1.97	1.97	1,793.46	63.9%
ED and PD Supervision													0.00	0.0%
Total Operating Expenses	9.54	11.09	11.09	583.59	583.59	6,514.69	583.59	6,308.59	15.53	15.53	15.53	15.53	14,603.87	520.7%
Net Outcome	169.65	197.27	197.27	(375.23)	(375.23)	(6,306.33)	(375.23)	(6,100.23)	276.17	276.17	276.17	276.17	(11,799.36)	-420.7%

YEAR 2	2023-2024												Annual	% of Rev
	January	February	March	April	May	June	July	August	September	October	November	December		
Head Count	50	50	50	50	50	50	50	50	80	80	80	80	720	
Other:													0.00	
Other:													0.00	
Revenue	291.70	291.70	291.70	291.70	291.70	291.70	291.70	291.70	458.40	458.40	458.40	458.40	4,167.20	
Total Revenue	291.70	291.70	291.70	291.70	291.70	291.70	291.70	291.70	458.40	458.40	458.40	458.40	4,167.20	-
Expenses														
Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Payroll Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Benefits													0.00	0
Y Retirement													0.00	0
Office Supplies													0.00	0.0%
Postage													0.00	0.0%
Maintenance/Janitorial													0.00	0.0%
Facility Maintenance													0.00	0.0%
Contracted janitorial													0.00	0.0%
Food and Beverage													0.00	0.0%
Utilities													0.00	0.0%
Telephone													0.00	0.0%
Telephone (cell)													0.00	0.0%
Promotion and Advertising													0.00	0.0%
Mileage													0.00	0.0%
Admissions/Transportation													0.00	0.0%
Program Supplies						3,500.00		3,500.00					7,000.00	168.0%
Meeting Expense						180.00							180.00	4.3%
Prop Ins	3.21	3.21	3.21	3.21	3.21	3.21	3.21	3.21	5.04	5.04	5.04	5.04	45.84	1.1%
SIR	0.88	0.88	0.88	0.88	0.88	0.88	0.88	0.88	1.38	1.38	1.38	1.38	12.50	0.3%
Lease													0.00	0.0%
Facility Rental													0.00	0.0%
Marketing				300.00	300.00	300.00	300.00	300.00					1,500.00	36.0%
Fair Share	3.65	3.65	3.65	3.65	3.65	3.65	3.65	3.65	5.73	5.73	5.73	5.73	52.09	1.3%
Credit Card	5.83	5.83	5.83	5.83	5.83	5.83	5.83	5.83	9.17	9.17	9.17	9.17	83.34	2.0%
Bank Fees													0.00	0.0%
Staff Training													0.00	0.0%
Volunteer Recognition and Training													0.00	0.0%
Staff Recognition													0.00	0.0%
Staff Uniforms													0.00	0.0%
Hiring Costs													0.00	0.0%
Equipment Purchase													0.00	0.0%
Computer Purchase													0.00	0.0%
													0.00	0
													0.00	0
													0.00	0.0%
Total Expenses	13.56	13.56	13.56	313.56	313.56	3,993.56	313.56	3,813.56	21.32	21.32	21.32	21.32	8,873.77	212.9%
Operating Net	278.14	278.14	278.14	(21.86)	(21.86)	(3,701.86)	(21.86)	(3,521.86)	437.08	437.08	437.08	437.08	(4,706.57)	-112.9%
Scholarships Awarded													0.00	0.0%
AO Service Fee	1.97	1.97	1.97	45.47	45.47	579.07	45.47	552.97	3.09	3.09	3.09	3.09	1,242.33	29.8%
ED and PD Supervision													0.00	0.0%
Total Operating Expenses	15.53	15.53	15.53	359.03	359.03	4,572.63	359.03	4,366.53	24.41	24.41	24.41	24.41	10,116.10	242.8%
Net Outcome	276.17	276.17	276.17	(67.33)	(67.33)	(4,280.93)	(67.33)	(4,074.83)	433.99	433.99	433.99	433.99	(5,948.90)	-142.8%

YEAR 3	2024-2025												Annual	% of Rev
	January	February	March	April	May	June	July	August	September	October	November	December		
Head Count	80	80	80	80	80	80	80	80	130	130	130	130	1,160.00	
Other: _____													0.00	
Other: _____													0.00	
Revenue	457.90	457.90	457.90	457.90	457.90	457.90	457.90	457.90	749.30	749.30	749.30	749.30	6,660.40	
Total Revenue	457.90	457.90	457.90	457.90	457.90	457.90	457.90	457.90	749.30	749.30	749.30	749.30	6,660.40	
Expenses														
Wages	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Payroll Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%
Benefits													0.00	0
Y Retirement													0.00	0
Office Supplies													0.00	0.0%
Postage													0.00	0.0%
Maintenance/Janitorial													0.00	0.0%
Facility Maintenance													0.00	0.0%
Contracted janitorial													0.00	0.0%
Food and Beverage													0.00	0.0%
Utilities													0.00	0.0%
Telephone													0.00	0.0%
Telephone (cell)													0.00	0.0%
Promotion and Advertising													0.00	0.0%
Mileage													0.00	0.0%
Admissions/Transportation													0.00	0.0%
Program Supplies						2,000.00		2,000.00					4,000.00	60.1%
Meeting Expense						180.00							180.00	2.7%
Prop Ins	5.04	5.04	5.04	5.04	5.04	5.04	5.04	5.04	8.24	8.24	8.24	8.24	73.26	1.1%
SIR	1.37	1.37	1.37	1.37	1.37	1.37	1.37	1.37	2.25	2.25	2.25	2.25	19.98	0.3%
Lease													0.00	0.0%
Facility Rental													0.00	0.0%
Marketing				100.00	100.00	100.00	100.00	100.00					500.00	7.5%
Fair Share	5.72	5.72	5.72	5.72	5.72	5.72	5.72	5.72	9.37	9.37	9.37	9.37	83.26	1.3%
Credit Card	9.16	9.16	9.16	9.16	9.16	9.16	9.16	9.16	14.99	14.99	14.99	14.99	133.21	2.0%
Bank Fees													0.00	0.0%
Staff Training													0.00	0.0%
Volunteer Recognition and Training													0.00	0.0%
Staff Recognition													0.00	0.0%
Staff Uniforms													0.00	0.0%
Hiring Costs													0.00	0.0%
Equipment Purchase													0.00	0.0%
Computer Purchase													0.00	0.0%
													0.00	0
													0.00	0
													0.00	0.0%
Total Expenses	21.29	21.29	21.29	121.29	121.29	2,301.29	121.29	2,121.29	34.84	34.84	34.84	34.84	4,989.71	74.9%
Operating Net	436.61	436.61	436.61	336.61	336.61	(1,843.39)	336.61	(1,663.39)	714.46	714.46	714.46	714.46	1,670.69	25.1%
Scholarships Awarded													0.00	0.0%
AO Service Fee	3.09	3.09	3.09	17.59	17.59	333.69	17.59	307.59	5.05	5.05	5.05	5.05	698.56	10.5%
ED and PD Supervision													0.00	0.0%
Total Operating Expenses	24.38	24.38	24.38	138.88	138.88	2,634.98	138.88	2,428.88	39.89	39.89	39.89	39.89	5,688.27	85.4%
Net Outcome	433.52	433.52	433.52	319.02	319.02	(2,177.08)	319.02	(1,970.98)	709.41	709.41	709.41	709.41	972.13	14.6%



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Program Development Committee

May 17, 2022

**New Request
E-Sports**

E-Sports Program Expansion

Program Development Fund

YMCA of Orange County

Jeff McBride
13821 Newport Ave Suite 200
Tustin, CA 92780

O: 949-859-9622

Joseph Jimenez

13821 Newport Ave Suite 200
Tustin, CA 92780

jajimenez@ymcaoc.org

Application Form

Program Information

Project Name*

E-Sports Program Expansion

Total Request Amount*

What is the amount you are asking for in total, including future years of funding? Please format with appropriate commas.

\$30,000.00

Fiscal Year Request Amount*

What is the amount you are asking to be awarded this calendar year (Jan 1 - Dec 31)? Please format with appropriate commas.

\$15,000.00

Years of Requested Funding*

What is the total number of years this project will be requesting funding from the YMCA of OC?

2

Name of Supervisor*

Dolores Daly

Area of Focus Addressed by this Program*

Youth Development

Type of Program*

Value add program (YMCA program expansion at my Y for existing constituents)

Age Level Served by this Program*

8-17 years

Estimated Number of Participants Served Annually by this Program*

600

Who and What?*

Answer the following questions about your requested program:

Who are the participants?

What is the program providing?

The E-Sports program is designed for children and teens in grades 3-12 in Orange County, CA.

While some may not consider E-sports a traditional YMCA program due to it not focusing on physical fitness, it actually fits perfectly into the mission and affords many children and teens the opportunity to belong where they may otherwise not have the chance to do so. Many who are interested in E-sports are very bright and have advanced skills in math, problem solving, and thinking. They may not be a traditional high school athlete, or have found a group of peers where they "fit in." However, we have seen student after student come to the YMCA E-Sports program because they find just that - a place where they make friends, feel a sense of belonging, and for the first time for many, they simply "fit in."

Currently, one of the most common requests in a technical program is E-sports. At the Laguna Niguel Family YMCA, we offer the opportunity for ALL students to use E-sports as a platform to acquire critical communication, collaboration, and problem-solving skills needed to thrive in work and in life.

We have found these games involve strategic thinking, logic, and planning that are fundamentally critical in today's society. Our program aims to transform the concept of gaming and E-sports into a fun experience that fosters youth development at the highest capacity. Our program provides social environments that helps youth to make real life connections through shared interest and passion while obtaining a high-quality STEM based education.

The YMCA's E-Sports CORE values are:

Learning: We connect learning and play in and out of the classroom so that students, educators and families experience the real-world value of education through interest-driven learning.

Opportunity: We value a safe and engaging space for all students to connect, play, learn, and grow.

Community: We build a strong community of interconnected scholar players who demonstrate leadership, accountability, commitment, and fortitude.

Diversity: We develop strong character and self-identity so that all participants celebrate individuality and differences.

Respect: We honor the human potential for respect of self and others.

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 (location name)?

The E-sports program is offered year-round during the week and throughout summer at the Laguna Niguel Family YMCA and surrounding YMCA child care sites.

During the school year, sessions are offered every Monday/Wednesday and Tuesday/Thursday with two program time options. The sessions run in four-week increments.

In the summer, a 10-week day camp is offered where participants can sign up for one week at a time. Many of the participants registering for this camp would otherwise not attend an alternate program due to interests and would otherwise likely be home and isolated away from positive peer groups and social interaction.

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

There is a need for this program due to the incredibly high rising interest in the gaming industry that is of strong interest and attraction to our target population.

STEM education paired with E-sports is a strong combination and is highly requested in technical programs because of its proven ability to provide interest based learning. The top universities in the world have adopted these programs and are currently undergoing various studies. The University of California at Irvine (UCI) is leading the field in research at their lab in Irvine. Studies show that educators can actively engage students by using E-sports to drive interest based learning in multiple fields of study. When originally starting this program in 2021, the YMCA distributed a survey to gauge interest in this E-sports program to CHild and Youth Development Afterschool Sites, and nearly 30 site directors responded that they had a high level interest in the first two days.

We have been partnering with the Orange County Department of Education and the North American Scholastic E-sport Federation to provide a state certified curriculum for STEM and E-sports. This curriculum has integrated California standards for Next Generation Science, English & Language Arts, International Tech Education, and Social/Emotional Learning Development. The program runs twice per week for 60-90 minutes. Each session is broken down into six activities and includes: Meet & Greet/The Y Pledge, Healthy Gaming Stretches, Newcomers' Guide, Purposeful Gaming, Debrief/Wrap Up, and The Y Pledge. Every session also covers how content learned can be implemented at future session, playing a game of choice, and thinking about ways to express creativity.

A theme throughout the program and all of the curriculum is the future and how these skills can be applied to higher education and eventual careers in the gaming and engineering industry. YMCA values and relationship building are, of course, integrated into the program and set the stage for a positive environment where all belong.

Program Timeline*

Assuming that your program is funded at the beginning of the next quarter, how long will it take to implement? Include estimated dates for marketing, planning, training, hiring, target start date, program operation dates, and program completion date (unless it is planned to be ongoing once implemented).

An upstairs space (formerly a large meeting room) was renovated and re-designed in 2021 an E-sports lab (see photos and before and after photos during presentation).

The official E-sports program was launched in February, 2022 and has become increasingly more popular in just the short time it has been implemented. The program is intended to be permanent and grow exponentially at not only the Laguna Niguel YMCA but to other branches and Child & Youth Development Sites.

Program Impact

Program Benefits*

Describe the benefits of this program for its participants.

We believe it is imperative for school age children to have access to sports and games in school. Games are a structured form of play and have been great educational tools throughout human history. Sports elevate these games to a competitive level that can empower youth, promote higher self-esteem, and build healthy team-based communities. We have discovered that there is a strong resemblance between E-sports and traditional sports. Our E-sport programs offer youth the opportunity to socialize and form friendships through educational activities. E-sports can boost children strategic thinking, teamwork, communication, leadership, performance skills and confidence building.

E-sports provides an opportunity for students to engage with their peers and develop a sense of community. When the YMCA provides E-sports programs, it creates a safe space for students to bond over shared interests and work together to achieve their goals. This is particularly important for students who do not show interest in more 'traditional' extracurricular offerings. This sense of inclusion and community is highly motivating for participants.

One concern that many parents share over E-sports and gaming in general is the negative culture that is can be associated with it. However, E-sports programs that are facilitated by the YMCA remove these elements by ensuring a safe, inclusive, and respectful place for all to participate and learn in. E-sports also provides youth with the opportunity to practice and develop many crucial "soft skills." These include communication, collaboration, creativity, confidence, and leadership abilities. The E-sports environment can really boost self-confidence. Not only does it allow youth to participate in something that they enjoy, but it allows them to contribute to a team and feel proud of their individual and collective achievements.

E-sports provide an opportunity for students to engage in STEM in a way that is meaningful and interesting to them. For example, many students are driven by their interest in games to learn more about computers, coding, processing, game design, and more. This helps students develop interest and confidence when it comes to technology, which is an extremely coveted skill in the job market (and will become even more crucial in the coming years). Beyond that, E-sports also helps youth develop their mathematical skills, as they must use data analysis and critical thinking in order to interpret their gameplay statistics. This allows them to grow as players and thinkers.

The ability of E-sports to spark an interest in STEM is crucial as students consider potential educational and career pathways for themselves.

Community-Wide Benefits*

Describe the benefits of this program to the larger community (i.e. impact at school, neighborhood, city, county, etc.) If not, please write N/A.

It has been proven that E-sports and gaming have transformed communities into more inclusive environments. As stated previously, those youth that just never felt as though they "fit in" and more likely to

be isolated at home and less likely to socialize with others, now have a welcoming and positive community fostering their skills and interests into positive outlets.

According to a study completed by Forbes on E-sports and its impact on society:
89% felt gaming was beneficial to society while 11% did not.
66% said they made up to 5 new friends while gaming and 37% said they made more than 5 new friends.
66% said it inspired future careers including history, art & science.

Forbes also points out that While the general public is still largely unaware of the growing prevalence of E-sports, it is a form of sports competition that is strongly on the radar for most colleges. According to the National Association of Collegiate E-sports, more than 170 U.S. colleges have varsity E-sports programs and are offering around \$16 million per year in scholarships. Because of this, students that once may not have had interest in furthering their education now have a major and program of interest with a community of like minded people surrounding them. In addition, graduates of this type of program have a high likelihood of obtaining gainful employment in their field of study which proves to have a positive impact on society and community as a whole.

Underserved/At-Risk Population Impact*

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

The YMCA maintains it will not turn anyone away due to financial need for its programs and services. The E-Sports program offers services to a wide range of the population. Our goal is to include anyone who wants to participate including low income families. There are many students who do not have access to Stem education programs, high-end technology, and gaming equipment. Our program offers the best of these features in an efficient and affordable manner. Furthermore we offer this program within the context of a healthy environment conducive to building strong character and values in every child.

Benefits Measurement Criteria*

Describe how the benefits of the program will be measured.

Quality Control will be routinely exercised by the E-Sports Program Manager of the through site visitations, surveys, feedback, and training orientations. The North American Scholastic E-sports federation and the OCDE will also providing training and oversight. The program will undergo constant revision and updates as deemed fit. Ultimately, both student and teacher feedback will have a large influence on program value in regards to enjoyment level and educational efficacy.

Benefits Measurement Reporting*

How often will the above measurements be completed?

Other

Other

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

Surveys are distributed and collected after each session and an audit is conducted once per year.

Additional Expansion*

Can this program be expanded to serve additional communities? If so, please describe the potential level of expansion. If not, please write N/A.

The E-Sports program has the popularity and interest to be expanded to serve additional communities. Within the YMCA of Orange County, there are four other branches to possibly be expanded to along with 87 child care sites serving 39 cities.

Community Partnerships*

Describe any existing or potential collaborations with partners (schools, non-profits, etc.). If none, please write N/A.

The E-Sports program has enormous potential for community collaboration including that with: The Orange County Community of Education, North American Scholastic E-Sports federation, UC Irvine, Irvine Valley Community College, as well as churches and synagogues.

Sustainability

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

As this program is in its infancy stage in a post pandemic society, we target a two year timeframe to be self-sustaining

Program Funding Sustainability*

Describe how this program will be self-sustaining once you no longer require YMCA Program Development Funds.

The program will be self-sustaining through increasing the number of program participant fees, community partnerships and referrals, future grant funding, and sponsorship opportunities,

Identified Funders*

List any funders that have been identified (in addition to the YMCA Program Development Fund) and if that funder would be considered:

- New: Never before provided any funds to any YMCA program
- Existing: Currently provides funding for any YMCA program

If no funders have been identified, please write N/A.

N/A

Attachments

Budget*

Please attach your high level budget. *Required

E-Sports Program Budget.pdf

Marketing/Promotional Plan

Please attach a Marketing/Promotional Plan. *Optional

Interest Level

Attach any received and documented inquires, interest through survey results, etc.*Optional

Competition Shops

Attach any competitors/prices/offerings/locations. *Optional

Letters of Support

Attach any letters of support from existing or potential partners. *Optional

Key Staff Biographies

Attach any key staff bios. *Optional

Signatures

Signature of Submitting Staff/Volunteer*

Joe Jimenez

Signature of Supervisor (Staff) / Sponsoring Staff (Volunteer)*

Date*

05/06/2022

File Attachment Summary

Applicant File Uploads

- E-Sports Program Budget.pdf

BUDGET TEMPLATE

BRANCH: **Laguna Niguel Family YMCA**

PROGRAM: **Esports**

	Start Up Costs	Annual	% of Rev	January	February	March	April	May	June	July	August	September	October	November	December
Headcount				-	20	16	40	20	80	80	32	20	20	20	48
Other		-	0.00%												
Revenue		74,600.00	100.00%	-	3,500.00	2,800.00	7,500.00	3,500.00	16,000.00	16,000.00	6,400.00	3,500.00	3,500.00	3,500.00	8,400.00
Total Revenue		74,600.00	100.00%	-	3,500.00	2,800.00	7,500.00	3,500.00	16,000.00	16,000.00	6,400.00	3,500.00	3,500.00	3,500.00	8,400.00
Expenses															
Wages		67,268.00	90.17%	4,840.00	4,840.00	4,840.00	5,316.00	4,840.00	7,744.00	7,744.00	7,744.00	4,840.00	4,840.00	4,840.00	4,840.00
Taxes/Benefits		20,180.00	27.05%	1,452.00	1,452.00	1,452.00	1,595.00	1,452.00	2,323.00	2,323.00	2,323.00	1,452.00	1,452.00	1,452.00	1,452.00
Office Supplies		420.00	0.56%	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Postage		0.00	0.00%												
Maintenance/Janitorial		0.00	0.00%												
Facility Maintenance		0.00	0.00%												
Contracted Maintenance		0.00	0.00%												
Food and Beverage		540.00	0.72%	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00	45.00
Utilities		0.00	0.00%												
Telephone		0.00	0.00%												
Telephone (cell)		0.00	0.00%												
Promotion and Advertising		1,500.00	2.01%		500.00			500.00				500.00			
Mileage		0.00	0.00%												
Admissions/Transportation		0.00	0.00%												
Program Supplies		450.00	0.60%	25.00	25.00	25.00	25.00	25.00	75.00	75.00	75.00	25.00	25.00	25.00	25.00
Meeting Expense		0.00	0.00%												
Prop Ins		857.90	1.15%	0.00	40.25	32.20	86.25	40.25	184.00	184.00	73.60	40.25	40.25	40.25	96.60
SIR		223.80	0.30%	0.00	10.50	8.40	22.50	10.50	48.00	48.00	19.20	10.50	10.50	10.50	25.20
Lease		0.00	0.00%												
Facility Rent		4,200.00	5.63%	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00
Mktg		0.00	0.00%												
Fair Share		844.47	1.13%	0.00	39.62	31.70	84.90	39.62	181.12	181.12	72.45	39.62	39.62	39.62	95.09
Credit Card		1,492.00	2.00%	0.00	70.00	56.00	150.00	70.00	320.00	320.00	128.00	70.00	70.00	70.00	168.00
Bank Fees		0.00	0.00%												
Staff Training		0.00	0.00%												
Volunteer Recognition and Training		240.00	0.32%	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Staff Recognition		0.00	0.00%												
Staff Uniforms		400.00	0.54%		200.00					200.00					
Hiring Costs		0.00	0.00%												
Equipment Purchase		0.00	0.00%												
Computer Purchase		0.00	0.00%												
Other		0.00	0.00%												
Other		0.00	0.00%												
Total Expenses	0.00	98,616.17	132.19%	6,767.00	7,627.37	6,895.30	7,729.65	7,427.37	11,325.12	11,525.12	10,885.25	7,427.37	6,927.37	6,927.37	7,151.89
Operating Net	0.00	(24,016.17)	-32.19%	(6,767.00)	(4,127.37)	(4,095.30)	(229.65)	(3,927.37)	4,674.88	4,474.88	(4,485.25)	(3,927.37)	(3,427.37)	(3,427.37)	1,248.11
Scholarships Awarded		0.00	0.00%												
Depreciation		0.00	0.00%												
AO Service Fees		11,936.00	16.00%	0.00	560.00	448.00	1,200.00	560.00	2,560.00	2,560.00	1,024.00	560.00	560.00	560.00	1,344.00
Total Operating Expenses	0.00	11,936.00	16.00%	0.00	560.00	448.00	1,200.00	560.00	2,560.00	2,560.00	1,024.00	560.00	560.00	560.00	1,344.00
Net Outcome	0.00	(35,952.17)	-48.19%	(6,767.00)	(4,687.37)	(4,543.30)	(1,429.65)	(4,487.37)	2,114.88	1,914.88	(5,509.25)	(4,487.37)	(3,987.37)	(3,987.37)	(95.89)



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Program Development Committee

May 17, 2022

**New Request
CYD
Home School**

YMCA of Orange County

Homeschool Support

Year 1 Budget Proposal

	Homeschool Support	Homeschool Support	Homeschool Support
	Newport Mesa	Laguna Niguel	Mission Viejo
Kids	60	60	60
Number of Classes	11	10	10
Number of Sessions	5	5	5
Staff	2	2	2
Revenue	\$74,500	\$71,875	\$71,875
<i>Expense</i>			
Salary and Wages	40,300.00	39,280.00	39,280.00
2220 Retirement Plan Premiums	3,423.20	3,423.20	3,423.20
2245 Employee Insurance Benefits	3,944.60	3,945.26	3,945.26
2310 FICA	2,380.68	2,380.68	2,380.68
2320 Unemployment Insur Prem	233.40	233.40	233.40
2330 Worker's Compensation	1,565.34	1,565.34	1,565.34
Wages and Benefits Total Expense	51,847.22	50,827.88	50,827.88
2510 Office/Misc Supplies	450.00	450.00	450.00
2520 Maintenance/Janitorial Supplies	600.00	600.00	600.00
2670 Telephone-Cellular	450.00	450.00	450.00
3210 Mileage Reimbursement	2,000.00	2,000.00	2,000.00
3320 Staff Development/Training	672.00	672.00	672.00
3425 Program Expense	12,000.00	12,000.00	12,000.00
3459 Staff Uniforms	50.00	50.00	50.00
3492 Nutrition	1,200.00	1,200.00	1,200.00
3520 Transportation	1,500.00	1,500.00	1,500.00
4360 Hiring Costs	452.00	452.00	452.00
Flex Expenses Sub-Total	19,374.00	19,374.00	19,374.00
2880 Property/Liability Insurance	856.75	826.56	826.56
2885 SIR Expense	223.50	215.63	215.63
3710 Fair Share	843.34	813.63	813.63
3912 Sales Tax	0.00	0.00	0.00
4810 Overhead Association Fee	11,920.00	11,500.00	11,500.00
Fixed Expenses Sub-Total	13,843.59	13,355.81	13,355.81
Total Operating Expenses	85,064.81	83,557.69	83,557.69
Net	(10,564.81)	(11,682.69)	(11,682.69)

YMCA of Orange County

Homeschool Support

Year 2 Budget Proposal

	Homeschool Support	Homeschool Support	Homeschool Support
	Newport Mesa	Laguna Niguel	Mission Viejo
Kids	115	110	110
Number of Classes	11	10	10
Number of Sessions	5	5	5
Staff	2	2	2
Revenue	\$146,375	\$143,750	\$143,750
Expense			
Salary and Wages	40,300.00	39,280.00	39,280.00
2220 Retirement Plan Premiums	3,423.20	3,423.20	3,423.20
2245 Employee Insurance Benefits	3,944.60	3,945.26	3,945.26
2310 FICA	2,380.68	2,380.68	2,380.68
2320 Unemployment Insur Prem	233.40	233.40	233.40
2330 Worker's Compensation	1,565.34	1,565.34	1,565.34
Wages and Benefits Total Expense	51,847.22	50,827.88	50,827.88
2510 Office/Misc Supplies	862.50	825.00	825.00
2520 Maintenance/Janitorial Supplies	1,150.00	1,100.00	1,100.00
2670 Telephone-Cellular	450.00	450.00	450.00
3210 Mileage Reimbursement	2,000.00	2,000.00	2,000.00
3320 Staff Development/Training	672.00	672.00	672.00
3425 Program Expense	23,000.00	22,000.00	22,000.00
3459 Staff Uniforms	50.00	50.00	50.00
3492 Nutrition	2,300.00	2,200.00	2,200.00
3520 Transportation	1,500.00	1,500.00	1,500.00
4360 Hiring Costs	452.00	452.00	452.00
Flex Expenses Sub-Total	32,436.50	31,249.00	31,249.00
2880 Property/Liability Insurance	1,683.31	1,653.13	1,653.13
2885 SIR Expense	439.13	431.25	431.25
3710 Fair Share	1,656.97	1,627.25	1,627.25
4810 Overhead Association Fee	23,420.00	23,000.00	23,000.00
Fixed Expenses Sub-Total	27,199.40	26,711.63	26,711.63
Total Operating Expenses	111,483.12	108,788.50	108,788.50
Net	34,891.88	34,961.50	34,961.50

YMCA of Orange County

Homeschool Support

Year 3 Budget Proposal

	Homeschool Support	Homeschool Support	Homeschool Support
	Newport Mesa	Laguna Niguel	Mission Viejo
Kids	210	200	200
Number of Classes	11	10	10
Number of Sessions	5	5	5
Staff	2	2	2
Revenue	\$292,750	\$287,500	\$287,500
Expense			
Salary and Wages	40,300.00	39,280.00	39,280.00
2220 Retirement Plan Premiums	3,423.20	3,423.20	3,423.20
2245 Employee Insurance Benefits	3,944.60	3,945.26	3,945.26
2310 FICA	2,380.68	2,380.68	2,380.68
2320 Unemployment Insur Prem	233.40	233.40	233.40
2330 Worker's Compensation	1,565.34	1,565.34	1,565.34
Wages and Benefits Total Expense	51,847.22	50,827.88	50,827.88
2510 Office/Misc Supplies	1,575.00	1,500.00	1,500.00
2520 Maintenance/Janitorial Supplies	2,100.00	2,000.00	2,000.00
2670 Telephone-Cellular	450.00	450.00	450.00
3210 Mileage Reimbursement	2,000.00	2,000.00	2,000.00
3320 Staff Development/Training	672.00	672.00	672.00
3425 Program Expense	42,000.00	40,000.00	40,000.00
3459 Staff Uniforms	50.00	50.00	50.00
3492 Nutrition	4,200.00	4,000.00	4,000.00
3520 Transportation	1,500.00	1,500.00	1,500.00
4360 Hiring Costs	452.00	452.00	452.00
Flex Expenses Sub-Total	54,999.00	52,624.00	52,624.00
2880 Property/Liability Insurance	3,366.63	3,306.25	3,306.25
2885 SIR Expense	878.25	862.50	862.50
3710 Fair Share	3,313.93	3,254.50	3,254.50
4810 Overhead Association Fee	46,840.00	46,000.00	46,000.00
Fixed Expenses Sub-Total	54,398.81	53,423.25	53,423.25
Total Operating Expenses	161,245.02	156,875.13	156,875.13
Net	131,504.98	130,624.87	130,624.87



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Program Development Committee

May 17, 2022

**Chart of Work
&
Program Guidelines**

YMCA OF ORANGE COUNTY

PDF COMMITTEE

COMMISSION AND CHART OF WORK

COMMISSION

The Program Development Fund (PDF) Committee is commissioned by the Board of Directors of the YMCA of Orange County (YMCA) to utilize a percentage of funds from the YMCA Investment Portfolio, based on the Financial Strategy Model created in 2022, to develop and/or expand YMCA programs that will benefit the communities we serve.

MEMBERSHIP, SELECTION & TERM

PDF Membership

- PDF Committee members shall consist of:
 - Chairperson
 - At least three members from the Board of Directors
 - At least one of the committee members shall be a board member currently serving on the CARES committee
 - YMCA's CEO, COO and Association Development Director

The Chairperson of the Board of Directors and/or the President/CEO of the YMCA shall be non-voting committee members.

The Chairperson of the PDF Committee shall be a current member of the Board with two or more years of YMCA Board experience; and shall serve a two-year term in that position.

Each member of the PDF Committee may serve a maximum three year term with the potential of serving two or more consecutive one year terms.

The PDF Committee shall be accountable to the Board for overseeing the Program Development Fund's distribution of funds and outcomes of the programs funded.

PDF Committee members are to avoid:

- Conflicts of Interest to include support for family members' programs.
- Directing funds to support a program or activity that is directly conflict with the Association's Mission or Values, damaging the brand of the company.
- Risk to the Association

As determined by the Board of Directors in accordance with applicable requirements, all members of the PDF Committee shall be independent directors having no relationship that may interfere with the exercise of their objective judgment in discharging the responsibilities set forth herein.

Members of the Committee acknowledge their solemn duty as fiduciaries and shall act responsibly in the interest of the Association. Additionally, each member shall provide full and fair disclosure of all material facts regarding any actual or potential conflicts of interest.

Selection Process:

- Prospective members shall be nominated by a PDF or CARES committee member, or by a member of the Board of Directors
- The prospective member must be available to attend 3 of the 4 PDF Committee meetings each year in person.
- When the Committee Chairperson and YMCA President/CEO have completed the selection process, the prospective member will be notified by the Committee Chairperson and/or the President/CEO of the result of the selection process.
- The PDF Committee will intentionally seek committee members who represent the diversity of the communities we serve

PROCEDURES FOR COMMITTEES

The PDF Committee will typically meet on a quarterly basis to formally review and approve or reject applications for use of funds to either extend a previously approved program, or to fund a new program. The PDF Committee will conduct an annual assessment of all approved and funded programs and report the assessment to the Board of Directors.

The PDF Committee will meet at the YMCA of OC's Association Office. Meeting date and time will be established by the PDF Committee Chairperson, and will be subject to change as necessary to accommodate the availability of committee members.

Notice of, and procedures for the PDF committee meetings will be established by the Chairperson of the PDF committee. Meetings beyond the prescribed meetings of the PDF committee may be called by the Board of Directors, or by the PDF Chairperson, or by any two current members of the PDF committee.

COMMITTEE RESPONSIBILITIES

The PDF Committee shall have the following responsibilities with respect to the YMCA of Orange County:

1. The Committee will meet on a quarterly basis to formally review and approve or reject applications for use either of funds to extend a previously approved program, or for a new program.
2. The Committee will conduct an annual assessment of any approved and funded programs through the Program Development Fund.
3. The committee will have responsibility to discuss with their committee members any areas to improve controls in order to reduce risk to the association.

4. On a quarterly basis, the PDF committee will communicate to the full board by scorecard; the dollar amount of funds distributed and the status of the program's outcome by organization or individual.
5. Funds are available for development of new programs, or expansion of existing programs that serve the communities within our service area as outlined by YUSA. The use of funds should:
 - Align with YMCA focus areas of Youth Development, Healthy Living and Social Responsibility
 - Compliment or enhance the current YOC Strategic Plan
 - Address an unmet need
 - Add value to the community in which we serve
 - Be innovative
 - Be collaborative with partners that align with our focus areas and values
 - Be measurable and be able to track short and long term impact and results
6. Funds cannot support:
 - Individuals
 - Deficit or debt reduction
 - Capacity building
 - Fundraising dinners or events
 - Lobbying or political activism
 - Redistribution to other nonprofit groups
7. Awards are for the time necessary to complete the proposed outcomes, with most funding ranging between one and three years. The fund generally does not approve support for a continuing annual basis.

CHART OF WORK

The PDF Committee will establish a Chart of Work at the beginning of each year. The general focus of the PDF Committee, in alignment with the Mission Statement of the YMCA, will be as follows:

- Encourage/support PDF representation at each of the YMCA branch locations.
- Respond, as funding is available, to the request of staff, members and volunteers of the YMCA.
- Look for opportunities to promote Christian Principles within the communities of the YMCA.
- Present annually to the Board of Directors results and stories of how the PDF program has served the needs of the YMCA community and how it has furthered the Mission of the YMCA.

COMMITTEE MEMBERS

As of 2022:

Voting Board Members:

John Rochford, Chairperson

David Lamb

Jay Scott, CARES Committee Representative

Staff:

Dolores Daly, COO

Beth Macaller, Association Development Director Anna Romiti, (VP of Marketing)

Anna Romiti, VP of Marketing

Crystal Immerman, Exec Assist to CEO

Ex Officio:

Jeff McBride, YMCA President/CEO

Sean Peasley, Board Chair

YMCA of Orange County Program Development Fund

Purpose

The Program Development Fund was established by the YMCA of Orange County (YOC) Board of Directors in 2014. YOC operates a strong business model that includes faithfulness to our mission, quality programs, consistent operational structure and strong fiscal responsibility. The Program Development Fund was established to utilize a percentage of funds from the YMCA Investment Portfolio to develop and/or expand YMCA programs that will benefit the communities we serve.

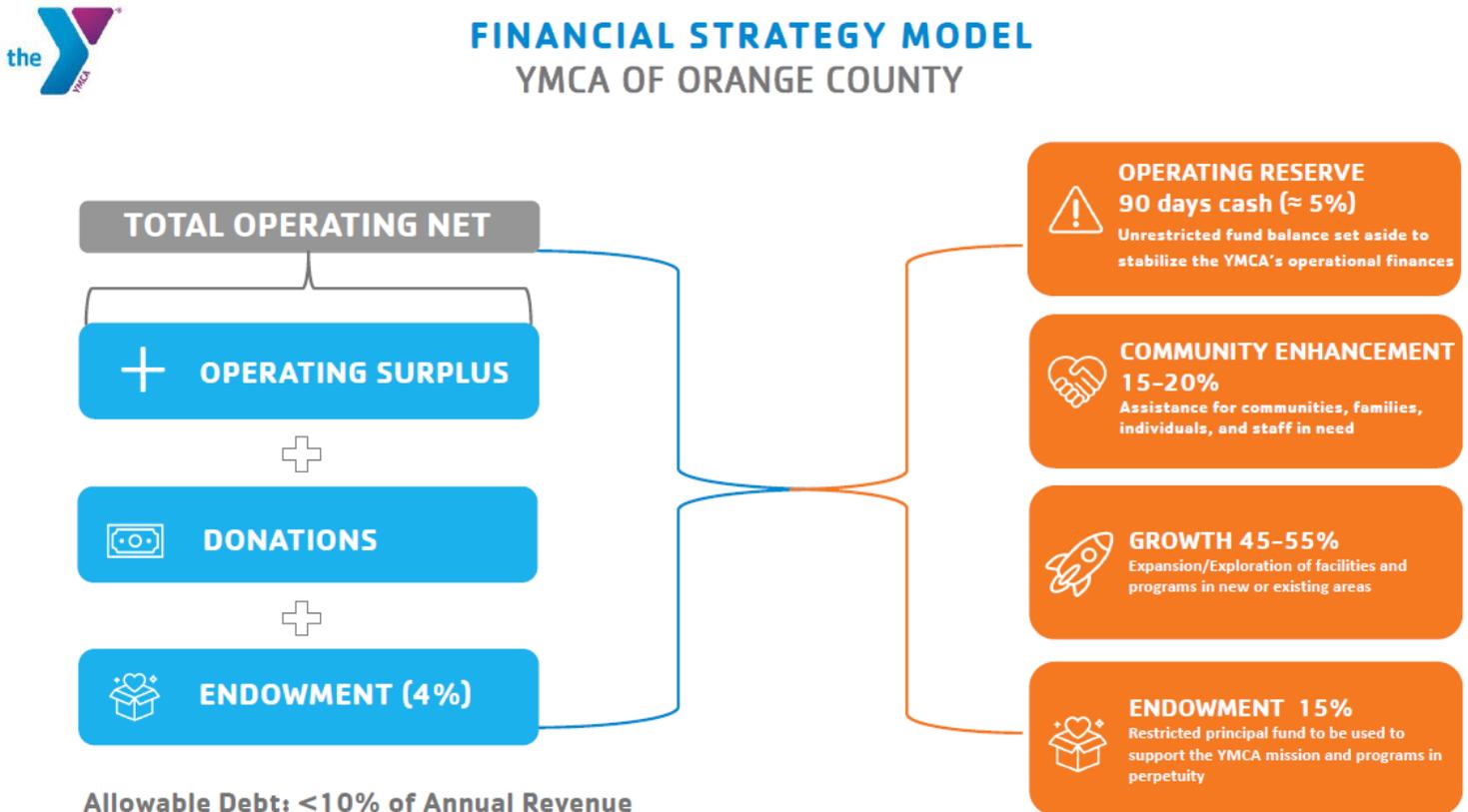
Source of Funds

Due to the YOC strong business model, reserve funds are placed in the YMCA Investment Portfolio. The YMCA Investment Portfolio has the twin objectives of preserving the long-term, real purchasing power of the Y's assets and generating a predictable and growing stream of annual distributions that will support the Institution's needs as defined and modified by the Board, from time to time.

The Association anticipates that it will annually distribute a percentage of the investment returns in excess of fees as determined by and approved by the Board. For this purpose, the portfolio shall make use of a total-returns-based methodology, meaning that it will fund distributions from net investment income, net realized capital gains, and proceeds from the sale of investments.

Distribution of Funds

The YOC developed a Financial Strategy Model in 2022 outlining how funds will be distributed:



The Association intends to use distributions from the fund to encourage Association staff to develop new programs, or to expand existing ones to meet the needs of the Association's members and to support its objectives which shall be set forth by YMCA management, ratified by the Board and changed from time to time depending on the needs of the organization. Distributions must always benefit the organization. Intended uses include but are not limited to:

- Direct scholarships, with 100% of the funds going toward a program with no administrative burden

- Matching funds to augment development of annual giving which will be used for scholarships
- Capital projects

Guiding Principles

As a non-profit, we strive to recognize and enhance our ability to produce social value and garner the support as a worthy cause driven organization. Funds will be used to develop or expand the YMCA Mission in the communities we serve with programs that:

- Align with YMCA focus areas of Youth Development, Healthy Living and Social Responsibility
- Compliment or enhance the current YOC Strategic Plan
- Address an unmet need
- Add value to the communities in which we serve
- Are innovative
- Utilize collaboration with partners that align with our focus areas and values
- Can measure and track short and long term impact and results

Program Development Fund Committee

The committee shall be comprised of the YMCA's Chief Executive Officer, the COO, the Association Development Director and at least three members, one of which shall be currently serving on the CARES committee to prevent overlapping endeavors and duplication of financial support. The members shall be appointed and approved with agreement of the CEO and COO. The Committee shall be accountable to the Board for overseeing the Program Development Fund's distribution of funds, results or the outcome of the approved programs and to avoid:

- Conflicts of Interest to include support for family members' programs.
- Directing funds to support a program or activity that is directly conflict with the Association's Mission or Values, damaging the brand of the company.
- Risk to the Association

Members of the Committee acknowledge their solemn duty as fiduciaries and shall act responsibly in the interest of the Association. Additionally, each member shall provide full and fair disclosure of all material facts regarding any actual or potential conflicts of interest.

The Committee will meet on a quarterly basis to formally review, approve or reject applications for use of funds to either extend a previously approved program, or for a new program. The Committee will conduct an annual assessment of any approved and funded program through the Program Development Fund. On an ongoing basis (at least annually), the chairperson of the PDF committee will have responsibility to discuss with their committee members any areas where controls can be strengthened in order to reduce risk to the association.

Reporting to the Board of Directors

On a quarterly basis, the PDF committee will communicate to the full board by scorecard; the dollar amount of funds distributed and the current status of the program's outcome by organization or individual.

Geographic Areas of Focus

Funds will be designated to serve the communities within our service area as outlined by YUSA.

Types of Support

Funds can be used to support:

- New program development
- Existing program expansion

Funds will not be used to support:

- Individuals

- Deficit or debt reduction
- Capacity building
- Fundraising dinners or events
- Lobbying or political activism
- Redistribution to other nonprofit groups

Grant Duration

Funds are awarded for the period of time necessary to complete the proposed outcomes, with most funding ranging between one and three years. Please note that the fund generally does not approve support to programs on a continuing annual basis unless approved by the Program Development Fund Committee.

Funding Amounts

Applicants should request a grant amount that is consistent with a thoughtful and sustainable program budget. Based on individual circumstances, the Committee will use flexibility and apply judgment to each request on a case-by-case basis.

How To Apply

Applying to the YMCA Program Development Fund involves the following application process:

STEP1: Complete a **New Program Proposal** (Attachment A) and **Budget** (Attachment B). The New Program Proposal and Budget is a brief outline of your idea. New Program Proposal can be submitted throughout the year for review, feedback and approval or denial to move forward in grant process. Once a New Program proposal is submitted, feedback will be provided within 4 weeks.

-----Wait for Response to Move to Step 2-----

Timeline for full grant application:

Quarter	Deadline	Expected Responses
Q1	March 31 st	Mid-May
Q2	June 30 th	Mid-August
Q3	September 30 th	Mid-November
Q4	December 31 st	Mid-February

STEP 2: If it is determined from the New Program Proposal that the request meets the Committee’s interests, the applicant will be provided with instructions and forms required to prepare and submit a formal application that will include:

- a. Required Attachments
 - i. Program Development Fund Grant Application (Attachment C)
 - ii. Budget
 - iii. **Marketing Plan** (Attachment D)
- b. Optional Attachment
 - i. Competition Shops (Attachment E: Sample)
 - ii. Interest Levels (documented inquires, survey results, etc.)
 - iii. Outcome measurement tool (Attachment F: Sample)
 - iv. Letters of support from existing or potential partners (if applicable)
 - v. Biographies of key staff

STEP 3: If requested, present proposal to Program Development Committee

STEP 4: If approved, the following must be submitted by the deadline outlined in the approval letter

- a. Final marketing plan approved by Marketing Department
- b. Training plan
- c. Purchasing plan

- d. Final budget
- e. Outcome Measurement tool approved by Advancement Department

STEP 5: All approved programs will submit a grant update report to the Committee within six months of approval. All programs will be assessed annually by the Program Development Committee. Information regarding the six month and annual reports will be provided in the approval letter.

What We Look For

We understand that every program operates in its own distinct setting and that even the strongest programs have challenges. The committee also recognizes that program needs and challenges may differ depending on where the program is in its lifecycle. With this understanding in mind, below is a list of measures we use as general guidelines (not a checklist) when we review grant applications.

- High quality, impactful programs targeting disadvantaged and/or underserved populations
 - Program is well planned and appropriate for the YMCA given our mission, track record and capacity
 - Program is feasible in terms of resources (staffing, funds, etc.) and timeline, with a strong financial plan in place
 - Program is in demand
 - Can demonstrate how support could have a measurable impact on the specific community or population
 - Branch, area or staff has a track record delivering strong programs
 - Branch, area or staff assesses impact and learns from results
 - Requests involving new partnerships (for example, with schools or other non-profits) should have a letter of support already secured
- Strong branch, area or program leadership
 - Effective leadership and management
 - A well trained, engaged and supported staff
 - The ability to identify and adapt to internal and external changes
- Solid financial position and program sustainability strategy
 - Branch, area or program is financially stable
 - There is a funding model in place that can support programs and services
 - Program has reasonable short and long term sustainability strategies and the capacity to successfully execute them

It should be noted that that the points listed above reflect just some of the criteria we use when reviewing grant applications. In addition, these criteria are looked at within the context of each individual circumstance and we do not expect that every application will fully meet every criteria listed. However, by sharing this list, our goal is to provide greater transparency regarding the Committee's review process, and further promote open and candid communication.

Termination of Program Development Fund

The Program Development Fund can be terminated at any time by the Board of Directors of the YMCA of Orange County.