



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

**Finance Committee
AGENDA**

January 19, 2024

**12:00 – 1:30pm
Board Room**

**FINANCE COMMITTEE MEETING
AGENDA
January 19, 2024**

- | | |
|--|--------------|
| 1. Meeting Minutes Approval | Ryan Fessler |
| • December 15, 2023 | |
| | |
| 2. Financials ending December 2023 & Year End
Financial Performance | Dolores Daly |
| • Operations | Matt Langley |
| • Financial Notes | |



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

**Finance Committee
MINUTES**

December 15, 2023

FINANCE COMMITTEE
MEETING MINUTES
December 15, 2023

Present: Ryan Fessler, Juliette Meunier, Minh Hoang, Brian Constable, Jeff McBride, Dolores Daly, Christine Salas & Matt Langley

1. Meeting Minutes Approval, Ryan Fessler
 - September 18, 2023
 - Juliette Meunier approved the minutes (one typo was noted/corrected)
 - Brian Constable seconded the motion
 - Approved, no nays or abstentions
2. Minh asked for an update on Farmers and Merchants
 - Matt gave an update that we are going to create a Cash Management policy to outline the following:
 - Keep 600k as a proposed policy in operating cash
 - \$2M in Farmers Merchants money market account and \$2M in renewing treasury bill (total cash \$4.6M), anything excess of that will be shifted to Investment Committee to deposit into Fidelity's liquid funds
 - Ryan suggested this to be analyzed more on a quarterly basis verse monthly
 - Jeff suggests sending the cash management policy to the Investment Committee
 - Ryan Fessler motioned to authorize Matt Langley to move up to \$4.5M over to the Investment Committee in January 2024
 - Juliette Meunier seconded the motion
 - Approved , no nays or abstentions
 - Matt will send finalized Cash Management policy to Crystal (for the Investment Committee)
 - Matt will report out at the January meeting
3. Financials ending November 30, 2023
 - Operations, Dolores Daly
 - Dolores gave a high-level overview of November results
 - November was a good month with no major changes
 - Full Financial Narrative is available on the board portal in the December 15, 2023
4. 2024 Budget, Christine Salas, Dolores Daly, Matt Langley
 - Total 2024 revenue is \$51.2M representing 114% of pre-Covid 2019 revenue and 107% of 2023 revenue. Fee based childcare revenue is \$22M representing 94% of pre-Covid revenue and 108% of 2023 revenue. Adding Expanded Learning Opportunity Program (ELOP) funding to childcare revenue the total is \$32M representing 137% of pre-Covid childcare revenue. Overall membership revenue is \$6M representing 80% of pre-Covid 2019 membership revenue and 109% of 2023 revenue. Fee

based childcare accounts for 44% of overall revenue, government funding 25%, membership 12% and the remaining 19% of revenue comes from capital campaign donation, Adventure Guides, contributions and a multitude of other programs.

- Dolores 51.2M (7% growth) over 2023
- The 2024 Budgeted operating net is \$2.2M including capital campaign donation and \$815K excluding the gift. In 2023 we are forecasted to achieve a \$1.5M operating net excluding the capital campaign donation revenue. The 2024 budget is conservative with consideration of a pending recession.
- CAP EX budget is higher due to deferred maintenance, facility improvements and \$500k strategy costs for Newport Mesa; the \$500k is part of the \$1.5M was previously approved by the full board
- Full budget narrative is available on the board portal
 - Juliette Meunier motioned to approve the 2024 budgets including CAP EX
 - Ryan Fessler seconded the motion
 - Approved, no nays or abstentions

Adjourn: 1:28pm

December 2023 and Year-End Financial Performance

Operational Performance

Revenue

- December Actual:\$4.7M which is under budget by \$56K (-1%). YTD Actual - \$47.5M which is ahead of budget by \$3.1M (7%) and \$10M over prior year (28%) when removing emergency funding and capital campaign dollars.
- Child Care Revenue: \$2.9M which is ahead of budget by \$435K (18%). YTD Actual - \$33.7M which is ahead of budget by \$3.7M (12%) and \$9M over prior year (36%).
 - Fee-based revenue - \$1.7M which is under budget by \$147K (-8%). YTD Actual - \$33.7M which is ahead of budget by \$3.7M (12%) and \$900K over prior year (5%).
 - ELOP/ASES Revenue - \$1.1M which is ahead of budget by \$509K (82%). YTD Actual - \$11.6M which is ahead of budget by \$4.3M (59%) and \$8.4M over prior year.
- Membership Revenue - \$460K which was ahead of budget by \$6.5K (1.4%). YTD Actual - \$5.6M which is ahead of budget by \$96K (1.7%).
- Program Revenue Year End -
 - Aquatics revenue YTD - \$878K which is under budget by \$9K (-1%) and \$122K over prior year (16%).
 - Fitness revenue YTD - \$149K which is under budget by \$57.7K (-28%) and \$34K under prior year (-18%).
 - Sports revenue YTD - \$832K which is under budget by \$253K (-23%) and \$209K over prior year (33%).
 - Adventure Guide YTD - \$2.2M which is ahead of budget \$568K (35%) and under prior year by \$54K (-2%).
 - Community Services YTD - \$1.3M which is under budget by \$284K (-18%) and \$266K over prior year (26%)
 - Resident Camp YTD - \$537K which is ahead of budget by \$56K (11%) and \$55K over prior year (11%).

Expenses

Wages, Taxes and Benefits

- \$2.8M which is over budget by \$483K (20%). YTD Actual - \$31M which is over budget by \$1.8M (6%). Salaries, taxes and benefits was 65% of revenue YTD which was 1% under budget. Unbudgeted retention, sign on, referral and discretionary bonuses accounted for \$600K of December's total and \$1M YTD. Vacation accrual expenses were \$276K higher than budget.
 - Breakdown of all wages, taxes and benefits as a percentage of revenue YTD

Line of Business	Actual	Budget	Variance
Branch (Membership and Branch Programs)	64%	62%	-2%
Community (YCS, Camp and AG)	36%	47%	11%
CYD Ops (Fee-based, ASES & ELOP)	57%	60%	2%

Flexed and Fixed Expenses

- Flexed Expenses - \$790K which is over budget by \$310K (65%). This is primarily due to a \$250K spend to make facility improvements (approved by finance committee chair and board chair) as well as Adventure Guide event expense which is offset by revenue.

YTD flexed expenses - \$8M, which is over budget by \$1.6M (25%) and \$1.7M (27%) over prior year. This is primarily due to the \$250K in facility improvements along with program expense and admission costs (ELOP start-ups) which were reimbursed.

- Fixed Expenses - \$461K which was \$252K under budget (-35%) which was primarily due to some credits applied and unused contingency budget.
YTD fixed expenses - \$5.9M which is under budget by \$411K (-7%).

Operating Net

- Op Net - \$615K which is under budget by \$597K (-49%). This is primary due to the bonuses and facility improvements previously mentioned.
YTD Op Net is \$2.6M which is ahead of budget by \$89K (3.5%)

- Breakdown of Ops Net YTD

Line of Business	Actual	Budget	Variance
Branch (Membership and Branch Programs)	\$ 197,363	\$ 807,268	\$ (609,905)
CYD Ops (Fee-based, ASES & ELOP)	\$ 8,785,453	\$ 7,134,623	\$ 1,650,830
Community (YCS, Camp and AG)	\$ (117,861)	\$ (197,382)	\$ 79,521

Non-Operating Revenue and Expenses

- Revenue - \$1.1M which is \$1.1M ahead of budget which is primarily due to the investment valuation change. YTD is \$2.8M which is ahead of budget by \$2.1M and \$3M more than prior year.
- Expenses - \$118K which is \$18K under budget. YTD is \$1.7M which is \$29K under budgeted and \$248K under prior year, which both December and YTD is primarily due to depreciation expenses lower than budget.

Finance Notes

Cash Flow

- December cash flow from operations was \$914k/(\$364k) YTD and net cash flow was \$845k/\$4.7M YTD. 3-year cash flow shows a narrowing cash loss on operations. However, consider the loss on operations somewhat lower (or even positive) due to certain labor and expense decisions which were made in-lieu of receipt of non-operating income.

Balance Sheet

- Cash receipts in December resulted in a reduction in AR by \$1.4M this is due to multiple CUSD ELOP payments received in December which was catch-up going back to August. Investment portfolio posted back-to-back months of \$1M increase in valuation which swung us from (\$459k) loss in October to \$1.5M gain at EOY.

Excess Cash Balances

- In January we transferred \$3.5M to our Fidelity investment portfolio. We will continue to evaluate our excess cash position and make additional transfers over the following 1-2 months to align with our operating cash balances policy.

YMCA of Orange County
Statement of Financial Position-Consolidated
12/31/2023

December					YTD								
Actual	Budget	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Actual	% Rev	Budget	% Rev	Act vs Bud Variance	Prior Year	Act vs Prior Yr Variance	Annual Budget	
1,065.18	40,432.00	39,366.82	(44,182.77)	(45,247.95)	428,942.55	0.90%	514,888.00	1.16%	85,945.45	307,555.17	(121,387.38)	514,888.00	
0.00	0.00	0.00	0.00	0.00	0.00	0.00%	0.00	0.00%	0.00	(0.18)	(0.18)	0.00	
21,409.04	2,562.00	(18,847.04)	20,748.53	(660.51)	146,571.83	0.31%	57,768.00	0.13%	(88,803.83)	166,848.58	20,276.75	57,768.00	
460,844.52	713,268.00	252,423.48	405,771.52	(55,073.00)	5,862,740.21	12.35%	6,274,268.00	14.14%	411,527.79	5,431,596.19	(431,144.02)	6,274,268.00	
4,094,583.63	3,553,808.00	(540,775.63)	4,286,427.01	191,843.38	44,890,306.49	94.53%	41,869,037.00	94.35%	(3,021,269.49)	36,493,180.82	(8,397,125.67)	41,869,037.00	
\$616,010.13	\$1,213,312.00	(\$597,301.87)	(\$6,698,969.44)	\$7,314,979.57	Operating Net	\$2,597,866.95	5.47%	\$2,508,715.00	5.65%	\$89,151.95	\$24,055,841.5	(\$21,457,974.5)	\$2,508,715.00
235,623.11	0.00	235,623.11	185,853.41	49,769.70	850,418.21	1.79%	724,000.00	1.63%	126,418.21	740,739.70	109,678.51	724,000.00	
(53,288.79)	(68,941.00)	15,652.21	(61,550.37)	8,262.16	(704,053.43)	(1.48%)	(879,265.00)	(1.98%)	175,211.57	(889,568.80)	185,515.37	(879,265.00)	
36,500.00	0.00	36,500.00	500.00	36,000.00	351,283.59	0.74%	324,100.00	0.73%	27,183.59	320,548.29	30,736.30	324,100.00	
38,277.71	5,000.00	33,277.71	7,829.32	30,448.39	526,689.49	1.11%	60,000.00	0.14%	466,689.49	86,580.06	440,109.43	60,000.00	
168,463.37	60,000.00	108,463.37	104,863.01	63,600.36	860,997.41	1.81%	448,000.00	1.01%	412,997.41	541,220.30	319,777.11	448,000.00	
998,687.78	0.00	998,687.78	(525,974.23)	1,524,662.01	1,492,484.82	3.14%	0.00	0.00%	1,492,484.82	(895,265.63)	2,387,750.45	0.00	
(260,916.33)	0.00	(260,916.33)	(43,304.38)	(217,611.94)	(442,917.68)	(0.93%)	0.00	0.00%	(442,917.68)	(288,237.24)	(154,680.44)	0.00	
(15,494.70)	0.00	(15,494.70)	0.00	(15,494.70)	(48,413.42)	(0.10%)	0.00	0.00%	(48,413.42)	219,077.24	(267,490.66)	0.00	
(39,477.11)	0.00	(39,477.11)	(55,701.85)	16,224.74	(36,287.68)	(0.08%)	0.00	0.00%	(36,287.68)	(47,144.37)	10,856.69	0.00	
(22,273.85)	0.00	(22,273.85)	(19,982.23)	(2,291.62)	(86,238.18)	(0.18%)	0.00	0.00%	(86,238.18)	(50,482.67)	(35,775.51)	0.00	
1,086,101.19	(3,941.00)	(1,090,042.19)	(407,467.93)	(1,493,569.12)	Total Non-Operating Revenue	2,763,963.13	5.82%	676,835.00	1.53%	(2,087,128.13)	(262,513.12)	(3,026,476.25)	676,835.00
7,764.33	7,764.00	(0.33)	7,764.33	0.00	93,171.96	0.20%	93,171.00	0.21%	(0.96)	93,171.96	0.00	93,171.00	
105,296.98	116,910.00	11,613.02	103,262.68	(2,034.30)	1,290,135.77	2.72%	1,372,414.00	3.09%	82,278.23	1,153,553.43	(136,582.34)	1,372,414.00	
3,877.04	3,750.00	(127.04)	3,535.66	(341.38)	51,938.74	0.11%	45,000.00	0.10%	(6,938.74)	44,649.98	(7,288.76)	45,000.00	
1,163.18	7,500.00	6,336.82	0.00	(1,163.18)	121,229.00	0.26%	90,000.00	0.20%	(31,229.00)	0.00	(121,229.00)	90,000.00	
0.00	0.00	0.00	0.00	0.00	178,393.84	0.38%	162,961.00	0.37%	(15,432.84)	168,520.70	(9,873.14)	162,961.00	
0.00	0.00	0.00	0.00	0.00	(535.96)	(0.00%)	0.00	0.00%	535.96	26,120.63	26,656.59	0.00	
118,101.53	135,924.00	17,822.47	114,562.67	(3,538.86)	Total Non-Operating Expense	1,734,333.35	3.65%	1,763,546.00	3.97%	29,212.65	1,486,016.70	(248,316.65)	1,763,546.00
967,999.66	(139,865.00)	(1,107,864.66)	(522,030.60)	(1,490,030.26)	Total Non-Operating Total	1,029,629.78	2.17%	(1,086,711.00)	(2.45%)	(2,116,340.78)	(1,748,529.82)	(2,778,159.60)	(1,086,711.00)
\$1,584,009.79	\$1,073,447.00	\$510,562.79	(\$7,221,000.04)	\$8,805,009.83	Net Outcome	\$3,627,496.73	7.64%	\$1,422,004.00	3.20%	\$2,205,492.73	\$22,307,311.7	(\$18,679,814.9)	\$1,422,004.00

YMCA of Orange County
Statement of Financial Position-Consolidated
12/31/2023

<u>Balance Sheet</u>		<u>Balance Sheet</u>		
Year End 12/31/2022	YTD Change	1 Year Ago 12/31/2022	Prior Mo. 11/30/2023	Current Mo. 12/31/2023
ASSETS				
<i>Current Assets</i>				
\$5,259,001	\$4,786,858	\$5,259,001	\$9,177,944	\$10,045,859
18,412,968	4,826,671	18,412,968	22,281,641	23,239,639
7,950,854	(4,045,791)	7,950,854	5,321,431	3,905,063
14,454,852	(1,899,950)	14,454,852	11,558,291	12,554,902
2,200	2,794	2,200	4,994	4,994
0	61,396	0	107,533	61,396
288,616	200,674	288,616	431,409	489,290
46,368,491	3,932,652	46,368,491	48,883,243	50,301,143
<i>Other Assets</i>				
11,236,843	392,875	11,236,843	11,562,835	11,629,718
3,734,127	(288,215)	3,734,127	3,445,912	3,445,912
14,970,970	104,660	14,970,970	15,008,747	15,075,630
\$61,339,461	\$4,037,312	\$61,339,461	\$63,891,990	\$65,376,773
LIABILITIES AND NET ASSETS				
<i>Current Liabilities</i>				
\$514,179	\$167,266	\$514,179	\$502,559	\$681,445
3,014,267	425,969	3,014,267	3,682,445	3,440,236
934,910	(81,130)	934,910	853,780	853,780
1,227,016	(42,160)	1,227,016	1,184,092	1,184,856
5,690,372	469,945	5,690,372	6,222,876	6,160,317
<i>Long-term Liabilities</i>				
32,376	67,624	32,376	158,941	100,000
6,907	(6,907)	6,907	0	0
2,799,217	(207,084)	2,799,217	2,592,133	2,592,133
2,838,500	(146,367)	2,838,500	2,751,074	2,692,133
8,528,872	323,578	8,528,872	8,973,950	8,852,450
<i>Net Assets</i>				
5,681,257	(3,533,327)	5,681,257	2,048,211	2,147,930
(50,463)	(35,499)	(50,463)	(63,964)	(85,962)
16,726,980	(15,075,214)	16,726,980	123,204	1,651,766
30,452,815	22,357,774	30,452,815	52,810,589	52,810,589
52,810,589	3,713,734	52,810,589	54,918,040	56,524,323
\$61,339,461	\$4,037,312	\$61,339,461	\$63,891,990	\$65,376,773

Cash & Investments Footnote:

143,944	1,479,719	143,944	866,140	1,623,663
18,412,968	4,826,671	18,412,968	22,281,641	23,239,639
5,115,057	3,307,139	5,115,057	8,311,804	8,422,196

YMCA OF ORANGE COUNTY

For the Twelve Months Ending 12/31/2023

	December Revenue		Salary/Wages			Bonus/Benefits/Tax			Flex Expenses			Fixed Expenses			Non-Operating Expenses					
	Actual	Budget	Act vs Bud Var	Actual	Budget	Act vs Bud Var	Actual	Budget	Act vs Bud Var	Actual	Budget	Act vs Bud Var	Actual	Budget	Act vs Bud Var	Operating Net	Actual	Budget	Act vs Bud Var	Net Profit
Fullerton	2,465,025	2,564,206	(99,181)	1,509,821	1,500,180	9,641	230,890	241,306	(10,416)	335,097	271,709	63,388	364,912	328,727	36,185	24,304	566,538	561,512	5,026	(542,234)
Huntington Beach	1,203,067	1,081,834	121,233	492,771	467,168	25,603	74,213	83,526	(9,313)	105,862	92,778	13,084	560,519	512,675	47,844	(30,298)	218,431	236,761	(18,330)	(248,729)
Newport Mesa	1,997,982	2,231,070	(233,088)	1,049,905	1,072,211	(22,306)	151,104	198,619	(47,515)	158,626	156,185	2,441	346,778	337,199	9,579	291,569	353,344	407,297	(53,953)	(61,775)
YMCA Community Service	1,286,053	1,556,414	(270,361)	704,316	826,997	(122,681)	128,867	238,964	(110,097)	328,667	251,906	76,761	205,507	193,402	12,105	(81,304)	177,333	211,116	(33,783)	(258,638)
Laguna Niguel	1,368,021	1,577,902	(209,881)	745,422	790,270	(44,848)	134,997	163,295	(28,298)	162,453	170,202	(7,749)	282,532	293,069	(10,537)	42,617	351,238	367,319	(16,081)	(308,621)
Mission Viejo	1,517,473	1,663,634	(146,161)	903,853	917,037	(13,184)	158,783	177,308	(18,525)	172,512	152,632	19,880	413,154	385,282	27,872	(130,829)	379,605	469,277	(89,672)	(510,434)
Resident Camp	547,852	483,075	64,777	319,675	352,383	(32,708)	52,836	61,958	(9,122)	236,201	264,915	(28,714)	100,706	114,050	(13,344)	(161,566)	174,399	152,134	22,265	(335,965)
CYD Administration	709,801		709,801	809,400	841,498	(32,098)	216,834	192,903	23,931	153,132	153,071	61	111,745	81,717	30,028	(581,311)	1,000	75,190	(74,190)	(582,311)
CYD District Contracts	394,018	164,990	229,028	274,681	80,968	193,713	38,580	9,203	29,377	27	181	(154)	8,043	5,898	2,145	72,686	62,668	62,668	10,018	
CYD Teens	578,680	950,958	(372,278)	281,991	392,370	(110,379)	60,951	71,576	(10,625)	213,536	205,140	8,396	84,594	97,930	(13,336)	(62,392)	98,877	155,455	(56,578)	(161,269)
CYD Central Orange Coast	7,030,570	5,669,169	1,361,401	3,214,228	2,482,041	732,187	532,346	465,105	67,241	845,459	424,114	421,345	360,770	359,119	1,651	2,077,768	853,811	871,318	(17,507)	1,223,957
CYD Laguna Niguel	6,375,413	6,026,488	348,925	2,564,398	2,715,463	(151,065)	591,753	506,526	85,227	459,512	449,867	9,645	369,462	410,749	(41,287)	2,390,289	1,025,317	1,010,528	14,789	1,364,972
CYD Mission Viejo	6,635,214	6,501,345	133,869	2,778,727	2,852,753	(74,026)	591,152	483,472	107,680	550,234	493,563	56,671	462,154	495,661	(33,507)	2,252,948	1,139,721	1,237,024	(97,303)	1,113,227
CYD Beach Cities	5,200,328	4,871,672	328,656	2,024,168	2,144,773	(120,605)	485,209	403,134	82,075	505,781	424,129	81,652	245,361	275,985	(30,624)	1,939,809	856,626	837,609	19,017	1,083,183
CYD Pomona Valley	1,388,964	1,434,061	(45,097)	790,734	728,325	62,409	114,997	131,806	(16,809)	125,498	121,553	3,945	120,685	116,081	4,604	237,050	313,378	324,648	(11,270)	(76,328)
CYD San Gabriel Valley ASES	2,462,063	2,105,835	356,228	1,755,217	1,576,150	179,067	300,905	253,929	46,976	296,015	156,721	139,294	62,053	57,836	4,217	47,873	279,311	275,910	3,401	(231,438)
CYD Orange County ASES & YD	3,051,260	2,310,677	740,583	1,626,916	1,383,247	243,669	281,703	231,981	49,722	634,899	543,593	91,306	64,918	63,125	1,793	442,823	284,367	316,921	(32,554)	158,457
Adventure Guides	2,199,760	1,626,867	572,893	181,668	182,460	(792)	42,060	44,679	(2,619)	1,693,249	1,185,796	507,453	114,233	102,148	12,085	168,550	20,009	110,014	(90,005)	148,542
Tipper, LLC	192,197	186,318	5,879					94,064	101,831			(7,767)	219,501	182,645	36,856	(121,369)	227,837	237,406	(9,569)	(349,205)
Association Office	172,626	78,741	93,885	3,410,059	3,116,878	293,181	1,339,441	738,085	601,356	1,176,356	841,968	334,388	1,360,776	1,859,050	(498,274)	(7,114,005)	(7,734,510)	(6,740,729)	(993,781)	620,505
Capital Campaign																1,591,860			1,591,860	1,591,860
Total	46,776,367	43,085,256	3,691,111	25,437,950	24,423,172	1,014,778	5,527,621	4,697,375	830,246	8,247,180	6,461,854	1,785,326	5,858,403	6,272,348	(413,945)	1,705,212	1,241,160	1,116,710	124,450	3,647,774

**YMCA of Orange County
Consolidated Revenue by Category
TTM as of 12/31/2023**

	Actual	Budget	Actual vs															
	Jan 2023	Jan 2023	Budget Variance	Feb 2023	Feb 2023	Budget Variance	Mar 2023	Mar 2023	Budget Variance	Apr 2023	Apr 2023	Budget Variance	May 2023	May 2023	Budget Variance	Jun 2023	Jun 2023	Budget Variance
Revenue	1,677,590	1,759,520	81,930	1,635,579	1,760,349	124,770	1,638,164	1,769,433	131,269	1,679,632	1,793,485	113,853	1,840,738	2,013,488	172,750	1,834,207	1,916,019	81,812
Child Care Fees	1,677,590	1,759,520	81,930	1,635,579	1,760,349	124,770	1,638,164	1,769,433	131,269	1,679,632	1,793,485	113,853	1,840,738	2,013,488	172,750	1,834,207	1,916,019	81,812
ELOP Child Care Fees	253,323	288,899	35,576	337,335	312,284	(25,051)	464,753	367,812	(96,941)	764,114	381,220	(382,894)	632,943	416,430	(216,513)	1,034,000	468,599	(565,401)
ASES Child Care Fees	171,500	220,282	48,782	254,059	223,583	(30,476)	237,757	259,734	21,977	205,833	209,166	3,333	362,575	271,549	(91,026)	262,483	179,668	(82,815)
Teen Child Care Fees	21,978	36,440	14,462	27,194	36,377	9,183	25,821	36,689	10,868	26,284	38,344	12,060	29,327	42,516	13,189	53,561	63,186	9,625
Contracted Services	29,535	32,798	3,263	33,439	32,798	(641)	48,756	32,798	(15,958)	27,549	32,798	5,249	38,952	32,798	(6,154)	1,172	1,000	(172)
Other Child Care Fees	18,692	49,717	31,025	19,571	55,243	35,672	25,767	51,537	25,770	21,979	57,962	35,983	51,926	28,888	(23,038)	21,471	58,667	37,196
Child Care Subtotal	2,172,618	2,387,656	215,038	2,307,177	2,420,634	113,457	2,441,018	2,518,003	76,985	2,725,391	2,512,975	(212,416)	2,956,461	2,805,669	(150,792)	3,206,894	2,687,139	(519,755)
Membership Fees	474,212	463,103	(11,109)	499,537	484,917	(14,620)	502,888	492,603	(10,285)	493,767	503,926	10,159	521,428	511,257	(10,171)	522,218	529,201	6,983
Aquatics Fees	31,182	32,312	1,130	28,628	36,536	7,908	35,836	48,131	12,295	52,956	60,176	7,220	68,378	71,836	3,458	154,847	148,638	(6,209)
Sports Fees	43,259	59,970	16,711	75,258	73,960	(1,298)	61,977	73,411	11,434	59,912	87,088	27,176	85,710	84,634	(1,076)	71,272	123,655	52,383
Health and Fitness Fees	44,785	44,116	(669)	35,564	51,865	16,301	50,251	56,687	6,436	45,276	56,321	11,045	54,341	50,538	(3,803)	83,587	89,762	6,175
Branch Subtotal	593,438	599,501	6,063	638,987	647,278	8,291	650,952	670,832	19,880	651,911	707,511	55,600	729,857	718,265	(11,592)	831,924	891,256	59,332
Adventure Guide Fees	245,331	181,654	(63,677)	197,350	143,073	(54,277)	187,943	123,655	(64,288)	167,261	103,726	(63,535)	300,850	228,716	(72,134)	154,318	112,158	(42,160)
Community Programs Fees	79,364	114,531	35,167	88,279	117,886	29,607	114,243	131,271	17,028	93,881	137,282	43,401	121,121	130,844	9,723	107,529	137,492	29,963
Resident Camp	0	4,455	4,455	11,250	4,455	(6,795)	0	4,455	4,455	51,235	8,910	(42,325)	6,720	11,325	4,605	126,118	99,580	(26,538)
Miscellaneous Revenue	(35,946)	(56,434)	(20,488)	55,152	(52,099)	(107,251)	88,809	(55,390)	(144,199)	(71,076)	(65,571)	5,505	(46,597)	(71,292)	(24,695)	191,157	(19,545)	(210,702)
Tipper, LLC	33,768	17,662	(16,106)	12,970	17,657	4,687	27,662	14,907	(12,755)	14,528	14,985	457	14,184	14,984	800	14,184	14,984	800
Other Revenue Subtotal	322,517	261,868	(60,649)	365,001	230,972	(134,029)	418,657	218,898	(199,759)	255,829	199,332	(56,497)	396,278	314,577	(81,701)	593,306	344,669	(248,637)
REVENUE TOTAL	3,088,573	3,249,025	160,452	3,311,165	3,298,884	(12,281)	3,510,627	3,407,733	(102,894)	3,633,131	3,419,818	(213,313)	4,082,596	3,838,511	(244,085)	4,632,124	3,923,064	(709,060)

	Actual	Budget	Actual vs	TOTAL															
	Jul 2023	Jul 2023	Budget Variance	Aug 2023	Aug 2023	Budget Variance	Sep 2023	Sep 2023	Budget Variance	Oct 2023	Oct 2023	Budget Variance	Nov 2023	Nov 2023	Budget Variance	Dec 2023	Dec 2023	Budget Variance	
Revenue	1,911,523	1,923,281	11,758	1,844,028	2,047,225	203,197	1,744,547	1,823,965	78,333	1,715,589	1,798,994	78,333	1,798,146	1,796,755	(891)	1,703,633	1,799,345	96,212	21,023,376
Child Care Fees	1,911,523	1,923,281	11,758	1,844,028	2,047,225	203,197	1,744,547	1,823,965	78,333	1,715,589	1,798,994	78,333	1,798,146	1,796,755	(891)	1,703,633	1,799,345	96,212	21,023,376
ELOP Child Care Fees	680,191	163,478	(516,713)	782,366	368,931	(413,435)	969,904	496,445	(473,459)	1,140,820	540,234	(473,459)	943,281	472,115	(471,166)	916,175	415,371	(500,804)	8,919,205
ASES Child Care Fees	51,288	81,964	30,676	206,676	215,403	8,727	221,194	248,928	27,734	264,059	259,305	27,734	212,363	225,429	13,066	211,498	204,442	(7,056)	2,661,285
Teen Child Care Fees	50,176	61,561	11,385	43,516	69,090	25,574	29,625	122,250	92,625	58,071	122,250	92,625	47,244	122,351	75,107	25,676	61,530	35,854	438,473
Contracted Services	0	0	0	27,972	0	(27,972)	44,699	0	(44,699)	53,546	0	(44,699)	36,597	0	(36,597)	34,201	0	(34,201)	376,418
Other Child Care Fees	14,304	53,397	39,093	19,652	44,367	24,715	21,707	67,170	45,463	24,692	52,075	45,463	17,407	41,827	24,420	21,543	44,495	22,952	278,711
Child Care Subtotal	2,707,482	2,283,681	(423,801)	2,924,210	2,745,016	(179,194)	3,031,676	2,758,758	274,003	3,256,777	2,772,858	274,003	3,055,038	2,658,477	396,061	2,912,726	2,525,183	387,043	33,697,468
Membership Fees	533,562	529,905	(3,657)	532,338	523,613	(8,725)	523,513	514,149	(9,364)	514,758	518,339	(9,364)	516,036	506,144	(9,892)	488,017	491,155	3,138	6,122,274
Aquatics Fees	224,174	185,486	(38,688)	150,544	134,599	(15,945)	63,759	58,792	(4,967)	19,965	52,359	(4,967)	31,997	32,173	176	15,891	26,277	10,386	878,157
Sports Fees	83,878	138,880	55,002	99,903	127,041	27,138	48,378	64,672	16,294	61,877	98,597	16,294	79,638	90,302	10,664	43,222	63,132	19,910	814,284
Health and Fitness Fees	112,590	116,009	3,419	93,173	87,812	(5,361)	49,249	49,697	448	45,663	45,129	448	38,965	47,687	8,722	32,915	49,513	16,598	686,359
Branch Subtotal	954,204	970,280	16,076	875,958	873,065	(2,893)	684,899	687,310	(2,411)	642,263	714,424	(2,411)	666,636	676,306	(9,670)	580,045	630,077	(50,032)	8,501,074
Adventure Guide Fees	34,556	33,683	(873)	39,553	33,682	(5,871)	316,621	298,739	(17,882)	196,218	144,590	(17,882)	153,238	91,957	(61,281)	223,815	151,234	(72,581)	2,217,054
Community Programs Fees	146,512	140,306	(6,206)	150,556	133,851	(16,705)	91,167	135,926	44,759	114,561	133,424	44,759	102,511	125,487	22,976	129,287	145,114	15,827	1,339,011
Resident Camp	279,673	338,530	58,857	63,340	19,455	(43,885)	9,272	4,455	(4,817)	6,699	9,455	(4,817)	10,500	0	(10,500)	0	0	0	564,807
Miscellaneous Revenue	52,869	(76,105)	(128,974)	(76,412)	(87,476)	(11,064)	(46,040)	(75,889)	(29,849)	34,819	(73,639)	(29,849)	(31,697)	(72,839)	(38,247)	861,526	1,300,203	412,671	976,564
Tipper, LLC	14,184	14,984	800	14,184	15,179	995	14,306	15,179	873	14,655	15,179	524	14,379	15,309	930	3,195	15,309	12,114	192,199
Other Revenue Subtotal	527,794	451,398	(76,396)	191,221	114,691	(76,530)	385,326	378,410	6,916	366,952	229,009	6,916	248,931	159,914	86,122	1,217,823	1,611,860	(398,031)	5,289,635
REVENUE TOTAL	4,189,480	3,705,359	(484,121)	3,991,389	3,732,772	(258,617)	4,101,901	3,824,478	278,508	4,265,992	3,716,291	278,508	3,970,605	3,494,697	472,513	4,710,594	4,767,120	(31,020)	47,488,177

YMCA of Orange County
Consolidated Revenue by Category
TTM as of 12/31/2023

	Actual	Budget	Actual vs	TOTAL											
	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Dec 2023		Variance Budget
Revenue	1,677,590	1,635,579	1,638,164	1,679,632	1,840,738	1,834,207	1,911,523	1,844,028	1,746,132	1,715,642	1,798,146	1,703,633	1,799,345	(96,212)	21,025,014
Child Care Fees	253,323	337,335	464,753	764,114	632,943	1,034,000	680,191	782,366	969,904	1,140,820	943,281	916,175	415,371	500,804	8,919,205
ELOP Child Care Fees	171,500	254,059	237,757	205,833	362,575	262,483	51,288	206,676	221,194	264,059	212,363	211,498	204,442	7,056	2,661,285
ASES Child Care Fees	21,978	27,194	25,821	26,284	29,327	53,561	50,176	43,516	29,625	58,071	47,244	25,676	61,530	(35,854)	438,473
Teen Child Care Fees	29,535	33,439	48,756	27,549	38,952	1,172	0	27,972	44,699	53,546	36,597	34,201	0	34,201	376,418
Contracted Services	18,692	19,571	25,767	21,979	51,926	21,471	14,304	19,652	21,707	24,692	17,407	21,543	44,495	(22,952)	278,711
Other Child Care Fees															
Child Care Subtotal	2,172,618	2,307,177	2,441,018	2,725,391	2,956,461	3,206,894	2,707,482	2,924,210	3,033,261	3,256,830	3,055,038	2,912,726	2,525,183	(387,043)	33,699,106
Membership Fees	474,212	499,537	502,888	493,767	521,428	522,218	533,562	532,338	523,513	514,758	516,036	488,017	491,155	(3,138)	6,122,274
Aquatics Fees	31,182	28,628	35,836	52,956	68,378	154,847	224,174	150,544	63,759	19,965	31,997	15,891	26,277	(10,386)	878,157
Sports Fees	43,259	75,258	61,977	59,912	85,710	71,272	83,878	99,903	48,378	61,877	79,638	43,222	63,132	(19,910)	814,284
Health and Fitness Fees	44,785	35,564	50,251	45,276	54,341	83,587	112,590	93,173	49,249	45,663	38,965	32,915	49,513	(16,598)	686,359
Branch Subtotal	593,438	638,987	650,952	651,911	729,857	831,924	954,204	875,958	684,899	642,263	666,636	580,045	630,077	50,032	8,501,074
Adventure Guide Fees	245,331	197,350	187,943	167,261	300,850	154,318	34,556	39,553	316,621	196,218	153,238	223,815	151,234	72,581	2,217,054
Community Programs Fees	79,364	88,279	114,243	93,881	121,121	107,529	146,512	150,556	91,167	114,561	102,511	129,287	145,114	(15,827)	1,339,011
Resident Camp	0	11,250	0	51,235	6,720	126,118	279,673	63,340	9,272	6,646	10,500	0	0	0	564,754
Miscellaneous Revenue	(35,946)	55,152	88,809	(71,076)	(46,597)	191,157	52,869	(76,412)	(47,625)	34,819	(31,697)	861,526	1,300,203	(438,177)	974,979
Tipper, LLC	33,768	12,970	27,662	14,528	14,184	14,184	14,184	14,184	14,306	14,655	14,379	3,195	15,309	(12,114)	192,199
Other Revenue Subtotal	322,517	365,001	418,657	255,829	396,278	593,306	527,794	191,221	383,741	366,899	248,931	1,217,823	1,611,860	368,031	5,287,997
REVENUE TOTAL	3,088,573	3,311,165	3,510,627	3,633,131	4,082,596	4,632,124	4,189,480	3,991,389	4,101,901	4,265,992	3,970,605	4,710,594	4,767,120	31,020	47,488,177

Young Mens Christian Association - Orange County

12-Month Cash Flow

	Period Beginning	1/1/23	2/1/23	3/1/23	4/1/23	5/1/23	6/1/23	7/1/23	8/1/23	9/1/23	10/1/23	11/1/23	12/1/23	1/1/2023
	Period Ending	1/31/23	2/28/23	3/31/23	4/30/23	5/31/23	6/30/23	7/31/23	8/31/23	9/30/23	10/31/23	11/30/23	12/31/23	12/31/2023
Cash at Beginning of Period		5,259,001	5,252,459	8,372,649	8,794,042	8,785,160	9,836,763	10,037,733	10,310,904	9,401,343	9,376,060	9,052,970	9,177,944	5,259,001
Cash at End of Period		5,252,459	8,372,649	8,794,042	8,785,160	9,836,763	10,037,733	10,310,904	9,401,343	9,376,060	9,052,970	9,177,944	10,022,736	10,022,736

Operations	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23	2023 YTD
Cash receipts from													
Childcare revenue	2,366,977	2,317,534	2,545,363	2,620,505	2,147,068	3,294,799	3,585,372	2,081,904	3,212,786	2,804,093	3,094,980	4,336,226	34,407,607
Membership revenue	565,346	696,010	745,917	805,837	918,937	1,005,867	753,624	803,491	729,500	650,259	606,457	657,992	8,939,237
Donations/Grants/Misc.	173,188	218,996	190,447	53,413	75,886	253,023	91,824	60,179	199,365	35,228	13,962	244,394	1,609,905
Cash paid for													
Labor expenses	(1,936,133)	(2,160,258)	(2,159,682)	(2,243,025)	(2,414,971)	(2,544,882)	(2,872,799)	(2,996,819)	(2,875,321)	(2,678,542)	(2,647,543)	(3,171,623)	(30,701,597)
Facility expenses	(314,168)	(340,201)	(325,806)	(321,223)	(306,083)	(319,301)	(342,105)	(331,409)	(386,938)	(354,651)	(353,544)	(472,706)	(4,168,135)
Operating expenses	(907,630)	(973,585)	(703,782)	(895,637)	(911,385)	(1,147,525)	(1,078,408)	(1,081,890)	(717,309)	(782,855)	(570,925)	(680,126)	(10,451,058)
Interest expense		536											536
Misc.													-
Net Cash Flow from Operations	(52,422)	(240,968)	292,457	19,871	(490,548)	541,981	137,508	(1,464,543)	162,081	(326,467)	143,387	914,157	(363,506)

Non-Operating Income

Cash receipts from													
Non-Operating Income	140,733	3,265,132	131,285		1,560,874	291,284	132,152	1,442	3,520	93,060	92,495	49,574	5,761,551
Net Cash Flow from Non-Operations	140,733	3,265,132	131,285	0	1,560,874	291,284	132,152	1,442	3,520	93,060	92,495	49,574	5,761,551

Investing Activities

Cash receipts from													
Sale of property and equipment	1,493			525				1,700	650				4,368
Tipper Revenue		43,296	44,795	38,705	39,784	36,838	41,480	33,166	36,960	34,304	41,300	71,869	462,499
Interest earned	6,845	92,599	20,094	25,302	30,219	32,329	33,376	34,894	12,690	13,407	80,421	14,725	396,902
Cash paid for													
Purchase of property and equipment	(103,191)	(24,830)	(37,186)	(73,546)	(50,880)	(91,107)	(44,875)	(99,664)	(170,933)	(98,515)	(154,456)	(140,807)	(1,089,991)
Tipper Expenses		(15,040)	(30,053)	(19,739)	(37,847)	(10,354)	(26,471)	(16,556)	(70,251)	(38,878)	(78,173)	(64,727)	(408,087)
Misc.						(600,000)		600,000					0
Net Cash Flow from Investing Activities	(94,853)	96,026	(2,349)	(28,752)	(18,724)	(632,294)	3,511	553,541	(190,884)	(89,682)	(110,908)	(118,939)	(634,310)

Financing Activities

Cash receipts from													
Borrowing													-
Cash paid for													
Repayment of loans													-
Net Cash Flow from Financing Activities	0												

Net Cash Flow	(6,542)	3,120,190	421,393	(8,882)	1,051,602	200,971	273,171	(909,560)	(25,284)	(323,089)	124,974	844,792	4,763,735
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Young Mens Christian Association - Orange County

3-Year Cash Flow

	For the Year Ending	12/31/2021	12/31/2022	12/31/2023
Cash at Beginning of Year		2,870,340	9,160,942	5,259,001
Cash at End of Year		9,160,942	5,259,001	10,022,737

Operations	2021	2022	2023
Cash receipts from			
Childcare revenue	17,764,796	25,197,124	34,407,607
Membership revenue	6,780,437	8,499,399	8,939,237
Donations/Grants/Misc.	3,317,924	1,423,820	1,609,905
Cash paid for			
Labor expenses	(19,837,071)	(23,527,138)	(30,701,597)
Facility expenses	(3,393,752)	(3,799,446)	(4,168,135)
Operating expenses	(7,174,244)	(8,405,438)	(10,451,058)
Interest expense	(159,494)	(45,198)	536
Misc.	(39,769)	(6,725)	
Net Cash Flow from Operations	(2,741,173)	(663,602)	(363,506)

Non-Operating Income			
Cash receipts from			
Non-Operating Income	594,464	466,160	5,761,551
Net Cash Flow from Non-Operations	594,464	466,160	5,761,551

Investing Activities			
Cash receipts from			
Sale of property and equipment	5,996,402	16,295	4,368
Tipper Revenue	563,380	562,570	462,499
Interest earned	13,429	50,873	396,902
Cash paid for			
Purchase of property and equipment	(419,366)	(1,044,546)	(1,089,991)
Tipper Expenses	(518,530)	(510,926)	(408,087)
Misc.			
Net Cash Flow from Investing Activities	5,635,315	(925,734)	(634,310)

Financing Activities			
Cash receipts from			
Borrowing	7,498,475		
Cash paid for			
Repayment of loans	(4,696,478)	(2,778,765)	
Net Cash Flow from Financing Activities	2,801,997	(2,778,765)	0

Net Cash Flow	6,290,602	(3,901,941)	4,763,735
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