



**FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY**

July 6, 2017

Joseph Gall, City Manager  
22560 SW Pine Street  
Sherwood, OR 97140

Dear Mr. Gall:

Thank you for the opportunity to showcase our proposal at the Council's work session on June 27. We especially appreciated the opportunity to reiterate our commitment and enthusiasm to continue the partnership with the City of Sherwood and its great community.

At the work session, a number of inquiries arose from the Mayor and Council that warranted additional review and articulation. To the best of our knowledge we have identified the questions that came up and have provided additional insights and information for the Council.

While we are confident our proposal will both meet and exceed the requirements of the RFP, we know you need to have as much information as possible to make the best decision for the City. After you have reviewed the attached information, please feel free to reach out to me with further questions.

Sincerely,

Mark Burris  
Chief Operating Officer

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## *Non-Disclosure*

Sherwood City Council, (Receiving Party) has agreed to maintain this Confidential Information in strictest confidence for the sole and exclusive benefit of the Sherwood YMCA (Disclosing Party) and shall not, without prior written approval of Disclosing Party, use for Receiving Party's own benefit, publish, copy, or otherwise disclose to others, or permit the use by others for their benefit or to the detriment of Disclosing Party, any part of this document.

## Senior Membership: SilverSneakers® and Silver&Fit®

City Council made inquiry surrounding the make-up of our senior membership, particularly as it relates to our SilverSneakers® and Silver&Fit® program agreements.

Years ago (as far back as 2007 in some cases), the association entered into agreements with these agencies to provide seniors with fitness programs uniquely suited to their activity needs. This includes motion and mobility, cardio specifically designed for seniors, swimming, strength maintenance, etc.

For our Sherwood operation (which includes a small Tualatin off-site location), participation varies from month to month. The table below shows the average of the first quarter, 2017. These individuals are not part of the make-up of our membership units. The resident/non-resident make-up is as follows:

	<b>Sherwood Resident</b>	<b>Non-resident</b>
Silver&Fit® (includes Tualatin location*)	143	278
SilverSneakers®	33	57
Other membership types	115	104
<b>Total</b>	<b>291</b>	<b>438</b>
<i>*Tualatin branch represents about 10% of the Silver&amp;Fit® population</i>		

Reimbursement of this program from the vendor is governed by contractual agreement and is a combination of reimbursement per eligible participant visit, up to a maximum per eligible participant, for the month. There are other complexities of the agreement as well, but not to the extent it affects the reimbursement amounts.

<p><b>Silver&amp;Fit®:</b></p> <ul style="list-style-type: none"> <li>• Zero enrollment fees and membership</li> <li>• Unlimited access to facility</li> <li>• Use of all locations</li> <li>• Compensation: \$27/month (minimum of one visit)</li> </ul>
<p><b>SilverSneakers®:</b></p> <ul style="list-style-type: none"> <li>• Zero enrollment fees and membership</li> <li>• Unlimited access to facility</li> <li>• Use of all locations</li> <li>• Compensation: \$3.55/scan visit, to a maximum \$35.50/month</li> </ul>
<p>The difference between actual payment from the agencies and a blended monthly membership rate is currently considered Financial Assistance. The association's posting to Financial Assistance is on the premise that this discount assists a segment of our community that typically lives on fixed resources. Whether it is characterized as a discount or Financial Assistance is certainly open for discussion.</p>

## Financial Assistance

Another inquiry the City Council made surrounded the make-up Financial Assistance (FA).

The YMCA extends assistance to individuals who request financial assistance to pay for their membership. As a general courtesy, we try to make the request process respectful and as

non-probing as possible. As a side note, we have not been capturing the amount of financial assistance provided to our youth activities (i.e., swim lessons, soccer fees, etc.), as our current software system does not have the capability to track such. We are excited that our new Daxko membership software has that tracking capability.

For the first quarter, 2017, our financial assistance and/or member discount percentages posted to our financial statement were as follows:

	<b>% of total FA</b>
Memberships	43%
Senior Activities	50%
Other (life-time memberships, etc.)	7%

## Volunteer Valuation

City Council requested a summary make-up of the association’s valuation of volunteerism.

Each branch reports to the association office the number of volunteers and the time spent volunteering. Our accounting makes the conversion to value, based on indexed rates available. This helps to acknowledge the value of individuals who dedicate their time, talents, and energy to making a difference for our mission and purpose. Charitable organizations typically use hourly rates published for purposes of valuing volunteerism. One such public rate is found at <https://www.independentsector.org/resource/the-value-of-volunteer-time/>. The current hourly rate for Oregon is \$24.15.

The table below is a summary of 2016 volunteering reported at the Sherwood Family YMCA.

	<b># of volunteer hours</b>	<b>Value of Volunteering</b>
Youth programs (coaching, refereeing, chaplaincy etc.)	9,344	\$ 165,470
Events (Kids Day, Triathlon, Harvest Fest, Dine and Dance, etc.)	1,173	\$ 20,528
Facility (greeters, etc.)	936	\$ 11,232
Policy (Board of Managers, etc.)	429	\$ 10,725
<b>Total</b>	<b>11,882</b>	<b>\$ 207,955</b>

## Member Survey

As we discussed in the Council Work Session, the Sherwood Y has periodically conducted member feedback surveys to gauge member satisfaction with programs, events, services and support. Survey responses are reviewed and discussed in staff meetings and special thought and consideration is given to member feedback as the branch contemplates introduction of new programs or adjustments to existing programs, events, offerings and support levels.

Our records indicate we conducted formal surveys in 2010, 2011 and again in 2014. In June 2015, we launched a pilot program called OPEN-LINE, a routine member feedback survey instrument that asks for simple feedback versus a more formal Likert-type scale. Analytics suggest that approximately 35-40% of the surveys that are sent out are opened and about 2-4% reply with some feedback. The feedback includes compliments, suggestions or ideas, and problems and issues. Again, these comments are reviewed and included in our operational analysis and decision-making discussions. OPEN-LINE calculates a Net Experience Score that summarizes the quality of experiences of our participants; 100%

being optimum. These scores, along with a representative sample of the responses are included in our quarterly reports to the City of Sherwood.

In 2016, in addition to OPEN-LINE, we engaged FourSquare Research, Inc. (Atlanta) to conduct a market study for us regarding the Sherwood Y growth potential. Part of the survey included in-depth interviews with randomly selected members as well.

In addition to the information already provided in the quarterly reports, we have two documents included in this response that we hope will provide the Council with further insights into our member opinion; 1) 2014 branch-generated survey (see EXHIBIT A) and 2) excerpts from the FourSquare Market Study related to member experience, conducted in 2016 (see EXHIBIT B).

## Building Committee

Our Building and Maintenance Committee meets the first Tuesday of every other month at 8 AM. The Board or YMCA staff invite City staffers Darren Caniparoli and Craig Sheldon, via email, to all of our meetings.

It appears that the property committee met regularly from mid-2008 through 2014, then was re-commissioned by the Board in March of 2016. Below is the listing of 2016-17 meetings and attendance.

Meeting Date	In Attendance
March 15, 2016	Scott Nelson, Martin Rakers, Renee Brouse
June 7, 2016	Bill Butterfield, Scott Nelson, Renee Brouse
August 2, 2016	Craig Sheldon, Scott Nelson, Martin Rakers, Renee Brouse
October 4, 2016	Darren Caniparoli, Scott Nelson, Renee Brouse, Martin Rakers
December 6, 2016	Canceled
February 7, 2017	Martin Rakers and Melody Danner; Scott Nelson participated in building walk-throughs later that month
April 4, 2017	Melody Danner
June 6, 2017	Canceled due to low attendance availability

## Public Agency, Private Operator Reference

The City of Sammamish and YMCA of Greater Seattle entered into a public/private partnership to build a 68,000+ sf comprehensive Community and Aquatic Center on nine acres of city owned land in Sammamish's town center. Bob Gilbertson will happily answer any questions you might have.

Bob Gilbertson, President, YMCA of Greater Seattle  
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 Seattle, WA 98104  
 206.382.5000  
[bgilbertson@seattleyymca.org](mailto:bgilbertson@seattleyymca.org)

Several years ago (2014), Jeff Andresen, President and CEO of the YMCA of Greater Williamsburg County in Texas, issued a report on Municipal/YMCA partnerships. The research study included 20+ YMCAs across the United States and reflected on the increased effectiveness such partnerships make in their respective communities. EXHIBIT C includes excerpts from that study.

## Direct Operating Expense

Inquiry was made as to what specifically made up the financial projection line item, supplies and direct operating costs. These are costs directly associated with daily operations and transactions. The descriptions below are taken directly from the association's accounting software reports.

	2016 Actual	2017 Budget	Year over Year Change
2510 Office Supplies	\$ 5,017	\$ 8,898	\$ 3,881
2515 Photo Copies & Supplies	\$ 1,656	\$ 1,800	\$ 144
2520 Custodian Supplies	\$ 19,665	\$ 20,171	\$ 506
2525 Pool Chem/Supplies	\$ 18,567	\$ 21,138	\$ 2,571
2540 Prog Supplies	\$ 37,065	\$ 56,433	\$ 19,368
2565 Staff Uniforms	\$ 1,099	\$ 700	\$ (399)
2570 Merchandise for Resale	\$ 5,976	\$ 5,385	\$ (591)
2660 Voice, Data & Computer supplies	\$ 36,154	\$ 42,593	\$ 6,439
2710 Postage & Shipping	\$ 5,590	\$ 5,870	\$ 280
3220 Travel Fares	\$ 3,602	\$ 4,050	\$ 448
3221 Hotel Fees	\$ 2,972	\$ 3,000	\$ 28
3230 Meals	\$ 1,268	\$ 982	\$ (286)
3235 Auto Mileage	\$ 6,092	\$ 6,701	\$ 609
3250 Vehicle Operating Expense	\$ 1,155	\$ 1,845	\$ 690
3260 Vehicle Insurance	\$ 1,708	\$ 1,789	\$ 81
3510 Fair Share Support National YMCA	\$ 28,941	\$ 30,310	\$ 1,369
3530 Membership Dues-Organizational	\$ 1,654	\$ 1,801	\$ 147
3760 Bank Service Fees	\$ 1,088	\$ 1,260	\$ 172
3763 Credit Card Fees	\$ 34,310	\$ 37,741	\$ 3,431
3921 Certification	\$ 3,085	\$ 3,100	\$ 15
	<b>\$ 216,664</b>	<b>\$ 255,567</b>	<b>\$ 38,903</b>

## Maintenance

Per our proposal, "The YMCACW will accept all responsibility for the building with exception of the building structure (external and internal walls, roof and internal electrical and plumbing systems)."

Our year-to date internal plumbing expenses total approximately \$1,500. Additionally, we expect to incur similar internal plumbing expenses (approximately \$1,500 to \$2,000) during the remainder of 2017. We believe these will primarily relate to leak remediation, as we currently have one small pipe leak that has not been corrected. Our plumbing expenses for 2016 were in a similar range.

We have not incurred any expenses for internal electrical issues in 2017, and do not see that we expensed any in 2016.

## Audit Report, Clarification of Pages 18—19

The Council requested further clarification of the related party activity referred to on Pages 18-19 of the YMCA's audited financial statement for the year ended December 31, 2016. The Net deficit, end of year, of \$1,068,799 reflects a non-cash entry for depreciation of the Clark County YMCA renovation.

In 2012, YMCA of Columbia-Willamette formed a related party, participating in a New Markets Tax Credit transaction in accordance with IRS Code Section 45D to facilitate funding for the expansion and construction at our Clark County Family YMCA. New Markets Tax Credit accounting has many complexities and the YMCA has retained expertise and guidance for this transaction from Novogradac & Company, located in Portland (Mr. Nicolo Pinoli, CPA). Mr. Pinoli has indicated his willingness to engage in further discussion with the City of Sherwood if further details are requested.

The primary expense of the related party is depreciation (making up 104% of the party's net deficit), which is not a cash-base transaction. The related party is scheduled to sun-set after seven years, the duration of the New Market Tax Credit benefit, and essentially removing the related party and eliminating offsetting transactions. As the audited report states, the overall performance of the association is reflected on Pages 2-3.

## Agreement with Past Practice Regarding Distribution of Surplus Proceeds

**Subject:** Agreement with Past Practice - Interpretation of Agreement

**From:** Joseph Gall [mailto:GallJ@SherwoodOregon.gov]

**Sent:** Monday, January 28, 2013 11:31 AM

**To:** Hall, Bob

**CC:** Brouse, Renee; Hunter, Steve

**Subject:** Agreement with Past Practice - Interpretation of Agreement

Good morning,

It is my understanding that during its 2011 financial audit, the YMCA's auditor reviewed the operating contract between the City of Sherwood and the YMCA. As a result he expressed concern about some vague language in Section 3 of the agreement. This section addresses the limits on the payment for overhead to the YMCA, the requirement of the YMCA to set aside reserves for repairs and replacement of equipment and the allocation of excess equity between the city and the YMCA.

In the spirit of Section 3(e) and with the permission of previous city managers, it has been the YMCA's practice to consider any funds remaining after all expenses as budgeted reserves for repairs and replacement of equipment. This has provided funding for \$536,585 worth of improvements and new equipment during the last 7 years; 86% of those expenditures have occurred in the last 5 years. These kinds of expenditures keep the public



interested in the facility and its programs, and are a big reason for the high rate of membership retention and participation at the Sherwood YMCA.

The YMCA and former Sherwood city managers believed this practice to be in the best interest of the long term sustainability of the facility.

It is also my understanding that in order to satisfy the questions of the YMCA auditor during the upcoming audit, the YMCA would like to have a memorandum for its file that confirms the city's agreement with the YMCA's and past city managers' interpretation of this section of the agreement.

As the current City Manager, I agree with my predecessors interpretation of the Operating Agreement and want to see this interpretation carried out for the remainder of our agreement with the YMCA, unless your board and our City Council direct us differently.

I hope this email clarification is helpful and satisfactory to your auditor's concern.

Joseph Gall, ICMA-CM  
City Manager  
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Sherwood, OR 97140  
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## Summary of excess surplus, along with capex.

Council requested a summary of use of net proceeds. The table below reflects the annual net proceeds (prior to any depreciation or amortization of capital expenditures), along with the capital expenditure for the respective year. This information has been pulled from the association's financial reporting systems.

	Total Revenue	Total Expenses	Net Proceeds *	Capital Expenditures **	Net Proceeds after Capex	Accumulated Surplus [Deficit]
FY1999 Jul-Jun	\$ 1,110,932	\$ 1,263,751	\$ (152,819)	\$ 80,787	\$ (233,606)	\$ (233,606)
FY2000 Jul-Jun	\$ 1,807,016	\$ 1,834,626	\$ (27,610)	\$ 6,091	\$ (33,701)	\$ (267,307)
FY2001 Jul-Jun	\$ 2,014,181	\$ 1,921,888	\$ 92,293	\$ 105,503	\$ (13,210)	\$ (280,517)
FY2002 Jul-Jun	\$ 1,007,643	\$ 972,120	\$ 35,523	\$ 3,239	\$ 32,284	\$ (248,233)
FY2002 Jul-Dec	\$ 2,159,607	\$ 2,129,441	\$ 30,166	\$ 12,797	\$ 17,369	\$ (230,864)
FY2003 Jan-Dec	\$ 2,203,726	\$ 2,162,276	\$ 41,450	\$ 1,995	\$ 39,455	\$ (191,409)
FY2004 Jan-Dec	\$ 2,216,975	\$ 2,189,746	\$ 27,229	\$ -	\$ 27,229	\$ (164,180)
FY2005 Jan-Dec	\$ 2,403,297	\$ 2,307,123	\$ 96,174	\$ 8,362	\$ 87,812	\$ (76,368)
FY2006 Jan-Dec	\$ 2,552,176	\$ 2,397,692	\$ 154,484	\$ 73,793	\$ 80,691	\$ 4,323
FY2007 Jan-Dec	\$ 2,685,623	\$ 2,451,687	\$ 233,936	\$ 80,282	\$ 153,654	\$ 157,977
FY2008 Jan-Dec	\$ 2,631,692	\$ 2,503,218	\$ 128,474	\$ 68,245	\$ 60,229	\$ 218,206
FY2009 Jan-Dec	\$ 2,491,919	\$ 2,381,287	\$ 110,632	\$ 106,120	\$ 4,512	\$ 222,718
FY2010 Jan-Dec	\$ 2,490,901	\$ 2,383,729	\$ 107,172	\$ 227,117	\$ (119,945)	\$ 102,773
FY2011 Jan-Dec	\$ 2,406,214	\$ 2,281,446	\$ 124,768	\$ 96,463	\$ 28,305	\$ 131,078
FY2012 Jan-Dec	\$ 2,326,859	\$ 2,258,852	\$ 68,007	\$ 34,230	\$ 33,777	\$ 164,855
FY2013 Jan-Dec	\$ 2,233,477	\$ 2,208,498	\$ 24,979	\$ 191,428	\$ (166,449)	\$ (1,594)
FY2014 Jan-Dec	\$ 2,256,207	\$ 2,250,499	\$ 5,708	\$ 78,125	\$ (72,417)	\$ (74,011)
FY2015 Jan-Dec	\$ 2,354,177	\$ 2,320,052	\$ 34,125	\$ 161,862	\$ (127,737)	\$ (201,748)
FY2016 Jan-Dec	\$ 2,463,332	\$ 2,434,181	\$ 29,151	\$ 163,672	\$ (134,521)	\$ (336,269)
Budget FY2017	\$ 2,669,361	\$ 2,622,577	\$ 46,784	\$ 50,000	\$ (3,216)	\$ (339,485)
	<b>\$ 44,485,315</b>	<b>\$ 43,274,689</b>	<b>\$ 1,210,626</b>	<b>\$ 1,550,111</b>	<b>\$ (339,485)</b>	

### Notes:

\* Net proceeds prior to any allocation for depreciation and amortizations

\*\* Capital expenditures reflect \$575k posted to equipment purchases and the remainder to building/leasehold improvements

## Staff Satisfaction Survey Results

On an annual basis, typically in April, the YMCA of Columbia-Willamette has made a commitment to seek input from staff regarding their workplace satisfaction, via a staff satisfaction survey. This is an opportunity for employees to provide us with feedback so that we can identify areas of celebration and opportunity. 2016 was our first year recommitted to this process. We have conducted surveys in the past, but not from a centralized platform.

Our surveys include both quantitative (based on the Likert Scale) and open-ended qualitative elements. One of the strongest benefits of open-ended questions is that they can deliver practical information that can be analyzed and/or acted on immediately as necessary, becoming great sources of easy wins. Additionally, the survey includes inquiry regarding what employee programs our staff are familiar with. This helps us gauge internal program effectiveness. The table on the following page depicts the response level from Sherwood's YMCA:

## Survey Responses for Sherwood Regional Family YMCA

<b>2017</b>	
<b>Approximate number of employees:</b>	<b>108 *</b>
<b>Survey's returned 2017</b>	<b>63</b>
	<b>58.33%</b>
<b>2016</b>	
<b>Approximate number of employees:</b>	<b>102 *</b>
<b>Survey's returned 2016</b>	<b>23</b>
	<b>22.55%</b>

*\* taken from actual payroll on 5/20/2016 and 5/19/2017*

Of note, due to the significantly increased response rate in 2017, it is more likely that the response data in 2017 is reflective of a base year. A significant number of our staff are part-time, and some work as few as 2-4 hours per week (lifeguards, group x instructors, etc.). Typically, these groups respond at a lower rate than other staff groups (full-time, part-time plus, etc.), which tends to decrease the overall group response rate.

Our Human Resource Department and members of the Board of Trustees have developed the base survey content to gauge unique aspects of the Y culture encouraged at our association. The table on the following page reflects the actual questions from the survey:

## YMCA of Columbia-Willamette

### Survey Questions for 2017

#### **When thinking about your work at your Branch, how would you rate the following statements?**

- I am personally enthusiastic and fulfilled by the work that I do
- I have the necessary tools, equipment, materials and support to perform my job well
- My work gives me a feeling of personal accomplishment
- My supervisor gives me the guidance and information that I need to do my job
- I believe the working conditions at my location are good
- I feel that I can report any harassment, bullying or intimidation in the workplace to my supervisor
- My work contributes to achieving the mission of the YMCA

#### **When thinking about your interaction with your direct supervisor, how would you describe the relationship?**

- Is willing to help.
- Provides clear communication
- Is respectful in their interactions
- Seeks collaboration
- Provides clear expectations
- Offers encouragement, guidance and information to perform my job
- Expresses appreciation for my work
- Listens carefully and understands what I have to say
- Keeps me informed of our goals and objectives in relation to the strategic plan

#### **When thinking about your interaction with your co-workers, how would you describe the relationship?**

- Willingness to help
- Clear communication
- Respectful interactions
- Collaboration

#### **Are you aware the following benefits are available to all staff at the YMCA of Columbia-Willamette?**

- Free Individual Y Membership
- Free Family Y Membership (upon completion of required trainings)
- Y Program Discounts
- Retirement Plan
- Wellness Programs and Challenges
- Paid Time Off
- Career Development
- Supplemental Discounts (cell phones, computer equipment, car insurance, etc.)
- Employee Referral Programs
- Employee Assistance Program
- Tuition Reimbursement Program
- 403(b) Program

#### **Open-ended questions:**

- How can working conditions be improved?
- What are you most passionate about at the YMCA?
- What about your position gives you the greatest satisfaction?
- What are some recommendations for YMCA Leadership at your branch regarding tools and resources that will improve your ability to achieve the Vision and Mission of the YMCA?
- How can you contribute to your overall work satisfaction this year?
- What are some suggestions you have for the YMCA Leadership of your branch or location that would improve your overall work satisfaction?

Written comments to open-ended questions by staff are considered to be for internal and confidential use, and are therefore not included in this report.

The table below is a compilation of the responses from employees to each of the posed questions:

## **2017 Survey Summary for Sherwood Regional Family YMCA**

<b>About my branch:</b>	1	2	3	4	5
I am personally enthusiastic and fulfilled by the work that I do	3%	3%	19%	26%	48%
I have the necessary tools, equipment, materials and support to perform my job well	2%	5%	27%	43%	24%
My work gives me a feeling of personal accomplishment	5%	3%	13%	31%	48%
My supervisor gives me the guidance and information that I need to do my job	2%	10%	16%	30%	43%
I believe the working conditions at my location are good	2%	5%	17%	49%	27%
I feel that I can report any harassment, bullying or intimidation in the workplace to my supervisor	2%	2%	6%	13%	78%
My work contributes to achieving the mission of the YMCA	0%	3%	3%	17%	76%

<b>About my direct supervisor interactions:</b>	1	2	3	4	5
Is willing to help.	3%	0%	5%	24%	68%
Provides clear communication	3%	3%	12%	41%	41%
Is respectful in their interactions	0%	2%	9%	24%	66%
Seeks collaboration	4%	4%	16%	18%	60%
Provides clear expectations	0%	7%	7%	31%	55%
Offers encouragement, guidance and information to perform my job	2%	8%	10%	20%	59%
Expresses appreciation for my work	3%	7%	15%	17%	58%
Listens carefully and understands what I have to say	2%	10%	10%	31%	47%
Keeps me informed of our goals and objectives in relation to the strategic plan	2%	7%	19%	33%	40%

<b>About my co-worker interactions:</b>	1	2	3	4	5
Willingness to help	2%	0%	12%	35%	52%
Clear communication	0%	3%	18%	42%	37%
Respectful interactions	0%	0%	10%	27%	63%
Collaboration	0%	0%	17%	33%	50%

Over the next several months we will be working with employee groups to identify areas of celebrations and opportunities, along with specific goals and objectives for growing employee workplace satisfaction.

The table below is a compilation of the 2016 responses from employees to the same questions:

### **2016 Survey Summary for Sherwood Regional Family YMCA**

<b>About my branch:</b>	1	2	3	4	5
I am personally enthusiastic and fulfilled by the work that I do	0%	0%	17%	39%	43%
I have the necessary tools, equipment, materials and support to perform my job well	4%	26%	13%	39%	17%
My work gives me a feeling of personal accomplishment	14%	0%	0%	41%	45%
My supervisor gives me the guidance and information that I need to do my job	4%	9%	26%	17%	43%
I believe the working conditions at my location are good	9%	4%	43%	35%	9%
I feel that I can report any harassment, bullying or intimidation in the workplace to my supervisor	4%	0%	4%	13%	78%
My work contributes to achieving the mission of the YMCA	4%	0%	0%	26%	70%

<b>About my direct supervisor interactions:</b>	1	2	3	4	5
Is willing to help.	4%	4%	13%	26%	52%
Provides clear communication	9%	4%	17%	48%	22%
Is respectful in their interactions	0%	0%	4%	26%	70%
Seeks collaboration	4%	4%	17%	39%	35%
Provides clear expectations	4%	0%	13%	43%	39%
Offers encouragement, guidance and information to perform my job	5%	5%	9%	27%	55%
Expresses appreciation for my work	4%	9%	4%	30%	52%
Listens carefully and understands what I have to say	4%	4%	9%	39%	43%
Keeps me informed of our goals and objectives in relation to the strategic plan	4%	4%	35%	30%	26%

<b>About my co-worker interactions:</b>	1	2	3	4	5
Willingness to help	0%	0%	14%	27%	59%
Clear communication	0%	0%	32%	36%	32%
Respectful interactions	0%	0%	14%	27%	59%
Collaboration	5%	0%	27%	27%	41%

Exhibits A, B and C

**EXHIBIT A**  
**2014 Branch Generated Survey**

We take pride in providing a world class community center for families to gather and for our community to unite. To help us improve, please take a moment to share your thoughts about your membership. We value your feedback!



**1. Please give us your opinion about the Sherwood Regional Family YMCA:**

	<b>Satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Rating Count</b>
Value for the price	81.6% (133)	15.3% (25)	3.1% (5)	163
Cleanliness	81.7% (134)	14.0% (23)	4.3% (7)	164
Ease of use	87.2% (143)	10.4% (17)	2.4% (4)	164
Ability to meet your needs	73.8% (121)	21.3% (35)	4.9% (8)	164
Programs offered	74.5% (120)	21.7% (35)	3.7% (6)	161
Professionalism of staff	84.1% (138)	13.4% (22)	2.4% (4)	164
Quality of instructors	74.4% (116)	23.7% (37)	1.9% (3)	156
			Other (please specify)	17
			<b>answered question</b>	<b>164</b>
			<b>skipped question</b>	<b>0</b>

**2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

	<b>Response Count</b>
	164
	<b>answered question</b> <b>164</b>
	<b>skipped question</b> <b>0</b>





**3. What service(s) do you most value at the YMCA? (please rate the top 5 in order with #5 being most valuable)**

	1	2	3	4	5	6	7	8	Rating Average	Ra Co
Pool	<b>24.4%</b> <b>(40)</b>	17.7% (29)	18.9% (31)	14.6% (24)	17.7% (29)	3.7% (6)	1.2% (2)	1.8% (3)	3.09	
Gym (sport court)	21.3% (35)	<b>23.8%</b> <b>(39)</b>	17.1% (28)	17.1% (28)	9.8% (16)	5.5% (9)	3.7% (6)	1.8% (3)	3.10	
Free Weight room	15.2% (25)	<b>22.6%</b> <b>(37)</b>	21.3% (35)	18.9% (31)	5.5% (9)	9.8% (16)	4.3% (7)	2.4% (4)	3.35	
Group X classes	10.4% (17)	18.3% (30)	11.6% (19)	18.3% (30)	<b>28.0%</b> <b>(46)</b>	6.7% (11)	4.9% (8)	1.8% (3)	3.84	
Cardio Theater	12.2% (20)	5.5% (9)	18.3% (30)	19.5% (32)	<b>25.6%</b> <b>(42)</b>	9.1% (15)	4.9% (8)	4.9% (8)	4.12	
Teen Center	3.0% (5)	6.1% (10)	3.7% (6)	3.0% (5)	5.5% (9)	<b>49.4%</b> <b>(81)</b>	20.7% (34)	8.5% (14)	5.76	
Community/family events	5.5% (9)	4.3% (7)	6.7% (11)	4.9% (8)	4.9% (8)	12.8% (21)	<b>52.4%</b> <b>(86)</b>	8.5% (14)	5.90	
Other	7.9% (13)	1.8% (3)	2.4% (4)	3.7% (6)	3.0% (5)	3.0% (5)	7.9% (13)	<b>70.1%</b> <b>(115)</b>	6.84	
<b>answered question</b>										
<b>skipped question</b>										





**4. Please share why you choose to be a YMCA member. (Please rank top 5 in order with #5 being the most valuable)**

	1	2	3	4	5	6	7	Rating Average	Rating Count
Location	<b>34.1%</b> (56)	11.0% (18)	8.5% (14)	15.9% (26)	23.8% (39)	3.7% (6)	3.0% (5)	3.07	164
Programs and services	20.7% (34)	22.0% (36)	<b>23.2%</b> (38)	12.8% (21)	17.7% (29)	2.4% (4)	1.2% (2)	2.97	164
Value	8.5% (14)	21.3% (35)	<b>31.1%</b> (51)	23.8% (39)	12.8% (21)	1.8% (3)	0.6% (1)	3.19	164
Family Activities	11.6% (19)	<b>23.8%</b> (39)	20.1% (33)	21.3% (35)	17.1% (28)	4.9% (8)	1.2% (2)	3.28	164
Child Watch	12.2% (20)	9.1% (15)	7.3% (12)	18.9% (31)	18.3% (30)	<b>21.3%</b> (35)	12.8% (21)	4.37	164
Mission	6.1% (10)	9.1% (15)	7.9% (13)	6.1% (10)	8.5% (14)	<b>56.7%</b> (93)	5.5% (9)	4.94	164
Other	6.7% (11)	3.7% (6)	1.8% (3)	1.2% (2)	1.8% (3)	9.1% (15)	<b>75.6%</b> (124)	6.18	164
<b>answered question</b>									<b>164</b>
<b>skipped question</b>									<b>0</b>




## 5. What is your age group?

		Response Percent	Response Count
Under 18		0.0%	0
19-30		7.3%	12
31-40		23.2%	38
41-50		23.8%	39
Over 50		45.7%	75
<b>answered question</b>			<b>164</b>
<b>skipped question</b>			<b>0</b>

## 6. What is your membership type?

		Response Percent	Response Count
Youth membership		0.0%	0
Young adult membership		0.6%	1
Adult membership		17.1%	28
Senior membership		4.9%	8
2 adult membership		12.2%	20
1 adult plus children		6.7%	11
<b>Family</b>		<b>38.4%</b>	<b>63</b>
SilverSneakers or Silver and Fit member		20.1%	33
<b>answered question</b>			<b>164</b>
<b>skipped question</b>			<b>0</b>

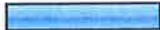

## 7. How is your membership paid?

		Response Percent	Response Count
Monthly		79.3%	130
Quarterly		6.1%	10
Semi annually		0.0%	0
Annually		14.6%	24
		<b>answered question</b>	<b>164</b>
		<b>skipped question</b>	<b>0</b>


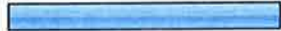



## 8. Where do you live?

		Response Percent	Response Count
Sherwood		61.1%	99
Newberg		12.3%	20
Tualatin		5.6%	9
Tigard		16.0%	26
Other		4.9%	8
		<b>answered question</b>	<b>162</b>
		<b>skipped question</b>	<b>2</b>



## 9. Where do you work?

		Response Percent	Response Count
Sherwood		23.8%	31
Other		76.2%	99
	Other (please specify)		112
	<b>answered question</b>		<b>130</b>
	<b>skipped question</b>		<b>34</b>

## 10. What is your overall satisfaction with the Sherwood Regional Family YMCA?

		Response Percent	Response Count
Very Satisfied		46.0%	75
Satisfied		42.3%	69
Neutral		8.0%	13
Dissatisfied		3.1%	5
Very Dissatisfied		0.6%	1
	Other (please specify)		17
	<b>answered question</b>		<b>163</b>
	<b>skipped question</b>		<b>1</b>

**11. Would you recommend a Sherwood Regional Family YMCA membership to others?  
Membership referrals are greatly appreciated!**

		Response Percent	Response Count
Yes		96.9%	154
No		3.1%	5
	Why (optional)		21
	answered question		159
	skipped question		5

**12. The YMCA is a nonprofit, mission/cause driven organization with a rich history and a unique strong relationship with the City of Sherwood. Your membership dollars and contributions to our Annual Campaign help us to strengthen our community by supporting: A free drop in Teen Center (a safe place for our teens to congregate and thrive) Our Financial Assistance Program which allows our friends and neighbors a hand up with membership and/or program fees as we do not turn anyone away due to the inability to pay. Free community events to bring our community together for fun and fitness Child watch and much more Please help us by contributing to our Annual Campaign and asking others to do the same.**

		Response Count
		7
	answered question	7
	skipped question	157

**13. Would you like more information? (Please add contact information in the comment box: name, number, email) Please call Dan in membership to find out about more membership options 503.625.9622.**

		<b>Response Percent</b>	<b>Response Count</b>
Membership options		40.0%	2
Corporate Memberships		0.0%	0
Teen Center		0.0%	0
<b>Programs and Services</b>		<b>60.0%</b>	<b>3</b>
Volunteer opportunities		20.0%	1
Our mission		0.0%	0
Other		0.0%	0
How may we contact you?			10
<b>answered question</b>			<b>5</b>
<b>skipped question</b>			<b>159</b>



**Q1. Please give us your opinion about the Sherwood Regional Family YMCA:**

1	I would like to see Group Ex classes offered between 6-8am. 5:15 is too early, 8:30 and 9:30 are often too late. Leaves a big gap of time, and 6am is a great time before kids have to get ready for school and spouses may both still be home.	Mar 15, 2014 10:55 PM
2	Not fair that my 3 year old does not receive a member discount on sports programs because he does not have a membership	Mar 4, 2014 8:19 PM
3	Not enough of the same classes offered - class full.	Feb 21, 2014 3:19 PM
4	It's a Community and the Hub of Sherwood	Feb 21, 2014 10:06 AM
5	We are particularly impressed with the front desk staff who are so friendly and helpful. Makes us glad to be a member. We love Tracy!	Feb 20, 2014 5:09 PM
6	would like more afternoon (between 1 and 4 exercise class options)	Feb 20, 2014 11:51 AM
7	Daycare - Excellent	Feb 20, 2014 11:20 AM
8	Dissatisfied with instructors who bring dogs to their classes at the Y! I like dogs too but feel it is very unprofessional to bring dogs into the Y, let alone the workout room. People lay on the floor for floor work and would really appreciate not getting dog hair on our clothes. What about people with dog allergies who expect their workout facility to be a clean environment?	Feb 20, 2014 7:42 AM
9	Need to clean studio room floors more	Feb 19, 2014 11:40 PM
10	high dusting and dusting of the tops of locks not kept up with; also, LOTS of paper/signs/posters stuck all the walls, makes the place look messy	Feb 19, 2014 11:21 PM
11	Diversity in ages served is good.	Feb 19, 2014 11:08 PM
12	The Silver Sneakers Program for seniors is outstanding	Feb 19, 2014 10:19 PM
13	I greatly appreciate the stretching room, it is unique and a wonderful addition to the YMCA	Feb 19, 2014 9:44 PM
14	Outstanding staff top to bottom!	Feb 19, 2014 9:21 PM
15	Would like more mind body classes as well as more for 11 age group	Feb 19, 2014 9:11 PM
16	We love Nancy and Izzy in the 12 week program.	Feb 19, 2014 9:06 PM
17	I would like to see more cardio classes like the Zumba Gold that Aiileen offered added during the day to group exercise.	Feb 19, 2014 6:16 PM

**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

1	NA	Mar 15, 2014 10:55 PM
2	Sauna room	Mar 14, 2014 11:29 PM
3	Free weight/stretching room upstairs	Mar 5, 2014 10:17 PM
4	None	Mar 4, 2014 8:19 PM
5	I like it like it is. Meets and exceeds my needs, but then I only use the upstairs facilities and locker room during non-busy hours.	Mar 3, 2014 3:20 PM
6	Cardio theater	Mar 2, 2014 1:41 PM
7	Lap swimming in pool is somewhat limited. Often some people teaching their children or people are doing water aerobics.	Mar 1, 2014 7:15 PM
8	None	Feb 28, 2014 8:57 PM
9	Child watch	Feb 25, 2014 11:37 AM
10	dedicated area for seniors on the machines. Like working on the machines in the 12 week program area.	Feb 24, 2014 8:35 PM
11	pool	Feb 24, 2014 4:00 PM
12	The little room upstairs where classes are taught.	Feb 24, 2014 3:26 PM
13	Sport Court	Feb 24, 2014 2:52 PM
14	I do not think anything needs to be expanded but the classrooms could be remodeled and made more professional/nice to accommodate classes (better access to free weights and equipment) instead of the classrooms being so multi-purpose, as well as the floors kept cleaner.	Feb 24, 2014 12:39 PM
15	More group exercise after 6:30 pm.	Feb 24, 2014 8:05 AM
16	Pool	Feb 23, 2014 6:27 PM
17	pool	Feb 23, 2014 9:06 AM
18	Pool and group exercise class space.	Feb 23, 2014 8:40 AM
19	I am satisfied with things as they are.	Feb 23, 2014 12:18 AM
20	It would be nice if you could exercise bike #50 to work all the time.	Feb 22, 2014 11:00 AM
21	cardio theater	Feb 22, 2014 9:03 AM
22	Gym	Feb 22, 2014 8:34 AM
23	I would love to see the gymnastics facilities expanded. My daughter would love to take classes but growing up in the YMCA, the gym was used and a much wider range of equipment was available.	Feb 22, 2014 12:55 AM

**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

24	Pool & classrooms	Feb 21, 2014 10:37 PM
25	Group exercise rooms	Feb 21, 2014 9:03 PM
26	Pool	Feb 21, 2014 8:43 PM
27	Pool	Feb 21, 2014 8:39 PM
28	Space is wonderful!	Feb 21, 2014 4:41 PM
29	Pool	Feb 21, 2014 3:23 PM
30	Classrooms - too small - Zumba, particularly on Saturday and Monday morning does not offer enough space for participants. I ended up having to leave a few Saturdays ago due to running into others and have not returned. I believe an additional Saturday class would be beneficial. I can understand that an instructor may like a packed room but for participants, it makes it stressful had hard to fully engage, relax and enjoy when focused on others in the room and whether or not you are going to "hit" them when doing your "moves."	Feb 21, 2014 3:19 PM
31	Keep up-to-date classes available for all levels.	Feb 21, 2014 3:02 PM
32	Pool - Therapeutic Hot tub.	Feb 21, 2014 1:49 PM
33	GYM	Feb 21, 2014 12:10 PM
34	More fans in the 12-week program room, it gets too hot for comfort while working out.	Feb 21, 2014 11:48 AM
35	The area where those on the 12 week fitness program workout	Feb 21, 2014 11:24 AM
36	I suppose the two I would like to see expanded is the pool and the zumba studio. There is no good reason why we can't have a bigger area to move, and that sometimes people are refused due to room size.	Feb 21, 2014 11:01 AM
37	Pool	Feb 21, 2014 10:06 AM
38	More family activities.	Feb 21, 2014 10:02 AM
39	pool	Feb 21, 2014 8:57 AM
40	Classroom space	Feb 21, 2014 12:08 AM
41	stretching and floor room	Feb 20, 2014 11:26 PM
42	Tennis, or Raquet ball	Feb 20, 2014 10:45 PM
43	Locker Rooms, Classrooms	Feb 20, 2014 9:58 PM
44	Pool, group ex classrooms	Feb 20, 2014 9:52 PM
45	none	Feb 20, 2014 9:16 PM
46	Gym, with dropdown hoops.	Feb 20, 2014 9:14 PM

**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

47	The stretching room next to the cardio theater needs to accommodate more than 5 or 6 people comfortably.	Feb 20, 2014 6:37 PM
48	Weight room is a weak spot. Equipment needs to be maintained. The weight stacks and Smith machines are not greased/oiled; at least one of the benches sits crooked which could cause injuries to someone unfamiliar with the bench and they lay back with heavy dumbbells. Dumbbells are a hot mess and should be kept in order of weight. Worst I have seen at the many gyms I have worked out at, plus a lot of the weight sticker on some of the dumbbells is missing making it difficult to match up. Should also be able to have my 10 year old child working out with me under my direct supervision. Tricep pressdown machine is upstairs at the track area, which is not optimal for the serious lifter. Many times have had to unrack 6-8 weights off of the leg press machine(s) left by inconsiderate members. Higher incident of this happening than in any gym I've worked out at.	Feb 20, 2014 5:42 PM
49	Would be nice to have more room in the pool, although I don't use it much, it would add to our Y's appeal to the community.	Feb 20, 2014 5:09 PM
50	pool, sauna	Feb 20, 2014 3:26 PM
51	Pool area. Would like a hot tub and more space with greater depth.	Feb 20, 2014 3:12 PM
52	more, better, larger group class space. Because of Barre, our 32+ person Pilates class is squished in the basement.	Feb 20, 2014 3:09 PM
53	A specific yoga/pilates room kept at a warm temp.	Feb 20, 2014 3:03 PM
54	Cardio Theater	Feb 20, 2014 2:56 PM
55	stretching room upstairs	Feb 20, 2014 2:54 PM
56	The pool	Feb 20, 2014 2:50 PM
57	community fitness room	Feb 20, 2014 2:45 PM
58	Pool	Feb 20, 2014 2:41 PM
59	None	Feb 20, 2014 12:19 PM
60	Pool - always seems crowded during child swim lessons	Feb 20, 2014 11:51 AM
61	Pool, outdoor pool would be highly utilized in the summer months. More space for laps or classes in the pool. Feels like there is no room for swimmers as the swim team utilizes the lanes and kids and families are in the little space left.	Feb 20, 2014 11:40 AM
62	larger classrooms	Feb 20, 2014 11:33 AM
63	None... great facility!	Feb 20, 2014 11:21 AM
64	Pool perhaps?	Feb 20, 2014 11:20 AM
65	No Opinion	Feb 20, 2014 10:42 AM
66	The pool	Feb 20, 2014 10:22 AM

**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

67	pfc and pool	Feb 20, 2014 9:57 AM
68	-	Feb 20, 2014 9:52 AM
69	quieter place for yoga	Feb 20, 2014 9:31 AM
70	child watch, "stretching room" and floor ex on top floor	Feb 20, 2014 9:16 AM
71	Exercise studios	Feb 20, 2014 9:16 AM
72	pool	Feb 20, 2014 9:08 AM
73	Full time family gym	Feb 20, 2014 8:52 AM
74	pool	Feb 20, 2014 8:51 AM
75	Pool	Feb 20, 2014 8:50 AM
76	Pool and gym. I feel like there is a lot of wasted space upstairs and that you could probably remove that classroom upstairs and make it into more space for cardio equipment.	Feb 20, 2014 8:49 AM
77	The pool lanes schedule is not allowed much time for individual during work day	Feb 20, 2014 8:37 AM
78	would like to see a hot tub, sauna, and steam room added. Contract with local massage therapist to offer massages at a relatively low price. Would like to see the weight room downstairs upgraded. Add TV/screens mounted on the actual workout device for more personalized viewing.	Feb 20, 2014 8:10 AM
79	the 12 week room	Feb 20, 2014 7:44 AM
80	Lap lanes in pool!!! My husband and I really struggle with your lap swimming hours!	Feb 20, 2014 7:42 AM
81	Additional pool exercise classes. Consider open work out times & space in the pool.	Feb 20, 2014 7:30 AM
82	Tai Chi classes	Feb 20, 2014 7:20 AM
83	Install a sauna	Feb 20, 2014 7:02 AM
84	The senior area for the 12 week cardio work out	Feb 20, 2014 6:59 AM
85	pool	Feb 20, 2014 6:53 AM
86	Fine the way it is	Feb 20, 2014 6:50 AM
87	I would love to see an earlier opening by only one hour. If you could open at 4:00am on week days, it would allow many of us to work out before work. I would love to see more yoga classes as well, maybe a more intense flow class! :-)	Feb 20, 2014 6:20 AM
88	Pool for more flexibility in free swim times.	Feb 20, 2014 1:22 AM
89	Pool, family locker room	Feb 20, 2014 12:02 AM

**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

90	Option for swimming outdoors	Feb 19, 2014 11:40 PM
91	none	Feb 19, 2014 11:31 PM
92	pool, number of exercise rooms, number of meeting/classrooms	Feb 19, 2014 11:21 PM
93	Equipment (treadmills, rowers, steppers), Pool so lessons and group exercise can occur simultaneously.	Feb 19, 2014 11:08 PM
94	Pool, stretching room/functional training type area and free weights area. Also child watch area.	Feb 19, 2014 10:54 PM
95	The current setup meets my needs just fine. I couldn't place responses to Q3 and Q 4.	Feb 19, 2014 10:51 PM
96	Child watch	Feb 19, 2014 10:33 PM
97	The pool with a larger deep end and more area for lap swim- scheduled at a time that doesn't compete with the swim team and that allows for everyone to have a chance to train in the pool	Feb 19, 2014 10:30 PM
98	classrooms	Feb 19, 2014 10:23 PM
99	Exercise studios. The space is getting to be too small for the number of seniors in the Silver sneakers groups.	Feb 19, 2014 10:19 PM
100	Showers in womens locker room	Feb 19, 2014 10:19 PM
101	The space is well used. I don't see any expansion needed.	Feb 19, 2014 10:14 PM
102	Pool gym and classrooms	Feb 19, 2014 10:10 PM
103	Hot tub, sauna; much larger family changing rooms as I am fearful of letting my son enter the men's locker room by himself and he is now at the age where it is inappropriate for him to come in the women's locker room with me.	Feb 19, 2014 10:07 PM
104	na	Feb 19, 2014 10:03 PM
105	pool hours - joined the Y due to a knee injury and rehab - pool is unavailable for knee therapy almost all hours I could use it, so did not meet my needs or expectations. Probably was a waste of money, but we shall see. I work full time and wanted to use the pool on my way home at 4:30.	Feb 19, 2014 10:02 PM
106	Update weight room, bigger or another multi-purpose room.	Feb 19, 2014 10:00 PM
107	pool	Feb 19, 2014 9:49 PM
108	POOL - Lap pool should be separate...that way the pool used for the arthritis class could be as warm as it is supposed to be as designed by arthritis foundation.	Feb 19, 2014 9:46 PM
109	jogging track/treadmill area.	Feb 19, 2014 9:46 PM
110	Weights room, would like more free weights and more room for benches/squats	Feb 19, 2014 9:44 PM



**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

	rack.	
111	Pool	Feb 19, 2014 9:40 PM
112	Classrooms	Feb 19, 2014 9:40 PM
113	Outdoor pool	Feb 19, 2014 9:39 PM
114	Classrooms seem to be overcrowded. Would like more classes in the morning, Zumba and/or Yoga at 8:00 or 9:00am would be great.	Feb 19, 2014 9:25 PM
115	pool please and soon	Feb 19, 2014 9:23 PM
116	Pool for sure. It would be great to have a pool capable of holding swim meets. :)	Feb 19, 2014 9:21 PM
117	workout rooms	Feb 19, 2014 9:17 PM
118	The pool. It don't know how the current pool could be expanded for lap swimming so, to me, a new pool seems a must.	Feb 19, 2014 9:11 PM
119	Pool and gym free weight room	Feb 19, 2014 9:11 PM
120	Jacuzzi would be nice.	Feb 19, 2014 9:06 PM
121	pool	Feb 19, 2014 9:06 PM
122	Access to financial assistance. The process seemed daunting and asked for specific documents to prove my child lives with me that I don't even have.	Feb 19, 2014 9:00 PM
123	Silver Sneakers area. We are gettin g crowded.	Feb 19, 2014 8:55 PM
124	Classrooms	Feb 19, 2014 8:51 PM
125	I am happy with it as is	Feb 19, 2014 8:47 PM
126	Family Changing room, too small, esp. when swim lessons get out, my kids have to stand in line cold.	Feb 19, 2014 8:34 PM
127	Pool...we need more lanes!	Feb 19, 2014 8:29 PM
128	I would like to see more fitness programs (dance, etc) for children.	Feb 19, 2014 8:20 PM
129	Pool	Feb 19, 2014 8:14 PM
130	Gym	Feb 19, 2014 7:54 PM
131	Pool and basketball courts	Feb 19, 2014 7:44 PM
132	Pool	Feb 19, 2014 7:42 PM
133	Pool	Feb 19, 2014 7:37 PM
134	classrooms	Feb 19, 2014 7:35 PM



**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

135	classrooms and a lap pool	Feb 19, 2014 7:27 PM
136	Don't know of any	Feb 19, 2014 7:25 PM
137	An expanded coffee and snack area	Feb 19, 2014 7:22 PM
138	Pool	Feb 19, 2014 7:18 PM
139	pool	Feb 19, 2014 7:17 PM
140	Pool and gym	Feb 19, 2014 7:17 PM
141	Dedicated lap pool. I think its a good idea to separate the kiddies form the adults, less biological issues to close the pool if they are separated.	Feb 19, 2014 7:02 PM
142	It's great the way it is.	Feb 19, 2014 7:01 PM
143	Gym, more cardio machines. Treadmill, elliptical, etc.	Feb 19, 2014 6:53 PM
144	Pool more room for lap swim	Feb 19, 2014 6:52 PM
145	Staff on the floor to ask questions.	Feb 19, 2014 6:46 PM
146	None	Feb 19, 2014 6:42 PM
147	Pool.	Feb 19, 2014 6:37 PM
148	sound systems in classrooms	Feb 19, 2014 6:36 PM
149	Classrooms. The evening Zumba classes are often so crowded that full movement is impossible. There are more people interested in these classes than the space allows.	Feb 19, 2014 6:34 PM
150	Free weigh/, stretching room. Upstairs studio.	Feb 19, 2014 6:27 PM
151	POOL. The swim team takes up to much of the best time.	Feb 19, 2014 6:22 PM
152	None	Feb 19, 2014 6:21 PM
153	upgrade the locker rooms -	Feb 19, 2014 6:19 PM
154	weight Loss classes	Feb 19, 2014 6:17 PM
155	pool, track	Feb 19, 2014 6:16 PM
156	Classrooms to accommodate a bigger variety of class offerings...yoga, piyo, Pilates, Ybarre, etc	Feb 19, 2014 6:16 PM
157	Classrooms	Feb 19, 2014 6:16 PM
158	Pool, child care	Feb 19, 2014 6:14 PM
159	CHILD WATCH!!!!!! I have really struggled to get into a routine with my workouts because it is so difficult to reserve a regular time. Sometimes even if I am there	Feb 19, 2014 6:14 PM

**Q2. What designated space, if any, would you like to see us expand? (Examples pool, gym, classrooms, etc.)**

early in the morning, the time I want is already reserved for the following week!

160	pool	Feb 19, 2014 6:10 PM
161	Gym	Feb 19, 2014 6:09 PM
162	Cardio and weights	Feb 19, 2014 6:09 PM
163	I would like to see the Friday Zumba come back again or another morning.	Feb 19, 2014 6:06 PM
164	Pool	Feb 19, 2014 5:57 PM

**Q9. Where do you work?**

1	Aloha and all over the Portland metro area	Mar 15, 2014 10:55 PM
2	Portland	Mar 4, 2014 8:19 PM
3	retired	Mar 1, 2014 7:15 PM
4	Tualatin	Feb 28, 2014 8:57 PM
5	Lake Oswego	Feb 25, 2014 11:37 AM
6	retired	Feb 24, 2014 8:35 PM
7	Portland/Gresham	Feb 24, 2014 4:00 PM
8	Portland	Feb 24, 2014 8:05 AM
9	Vancouver, WA.	Feb 23, 2014 6:27 PM
10	tualatin	Feb 23, 2014 9:06 AM
11	retired	Feb 23, 2014 12:18 AM
12	retired	Feb 22, 2014 11:00 AM
13	Tualatin	Feb 22, 2014 8:34 AM
14	Tualatin	Feb 22, 2014 12:55 AM
15	Portland	Feb 21, 2014 9:03 PM
16	Tigard	Feb 21, 2014 8:43 PM
17	RTetired	Feb 21, 2014 8:39 PM
18	Tualatin	Feb 21, 2014 4:41 PM
19	Tualatin and Tigard	Feb 21, 2014 3:19 PM
20	Retired from Kaiser Permanente	Feb 21, 2014 3:02 PM
21	Retired	Feb 21, 2014 1:49 PM
22	Portland and McMinnville	Feb 21, 2014 12:10 PM
23	Retired	Feb 21, 2014 11:48 AM
24	retired	Feb 21, 2014 11:24 AM
25	Tigard	Feb 21, 2014 11:01 AM
26	Newberg	Feb 21, 2014 10:02 AM
27	Portland	Feb 21, 2014 8:57 AM

**Q9. Where do you work?**

28	Portland - Swan Island	Feb 20, 2014 10:45 PM
29	Tigard	Feb 20, 2014 9:58 PM
30	Tualatin	Feb 20, 2014 9:52 PM
31	Portland	Feb 20, 2014 9:14 PM
32	Portland	Feb 20, 2014 5:42 PM
33	retired	Feb 20, 2014 5:09 PM
34	tigard	Feb 20, 2014 3:12 PM
35	Portland & Newberg	Feb 20, 2014 2:56 PM
36	Sherwood & Newberg	Feb 20, 2014 2:50 PM
37	north portland	Feb 20, 2014 2:45 PM
38	Tualatin	Feb 20, 2014 2:41 PM
39	retired	Feb 20, 2014 12:19 PM
40	Newberg	Feb 20, 2014 11:51 AM
41	Downtown Portland	Feb 20, 2014 11:40 AM
42	retired	Feb 20, 2014 11:33 AM
43	Tigard	Feb 20, 2014 11:21 AM
44	Molalla	Feb 20, 2014 11:20 AM
45	Retired	Feb 20, 2014 10:42 AM
46	NE Portland	Feb 20, 2014 10:22 AM
47	lake oswego and portland	Feb 20, 2014 9:52 AM
48	retired	Feb 20, 2014 9:31 AM
49	Nike	Feb 20, 2014 9:16 AM
50	Retired	Feb 20, 2014 9:16 AM
51	Stay at home mom	Feb 20, 2014 9:08 AM
52	Tigard	Feb 20, 2014 8:52 AM
53	Hillsboro	Feb 20, 2014 8:51 AM
54	Retired	Feb 20, 2014 8:50 AM

**Q9. Where do you work?**

55	Lake oswego	Feb 20, 2014 8:37 AM
56	Lake Oswego	Feb 20, 2014 7:44 AM
57	semi retired	Feb 20, 2014 7:30 AM
58	Tualatin	Feb 20, 2014 7:02 AM
59	retired and helping raise two grand children	Feb 20, 2014 6:59 AM
60	King City	Feb 20, 2014 6:53 AM
61	Beaverton	Feb 20, 2014 1:22 AM
62	Hillsboro	Feb 20, 2014 12:02 AM
63	Hillsboro and tualatin	Feb 19, 2014 11:40 PM
64	Retired	Feb 19, 2014 11:08 PM
65	retired	Feb 19, 2014 10:51 PM
66	Nike	Feb 19, 2014 10:33 PM
67	Newberg	Feb 19, 2014 10:30 PM
68	retired	Feb 19, 2014 10:19 PM
69	retired	Feb 19, 2014 10:19 PM
70	Retired	Feb 19, 2014 10:14 PM
71	Unemployed	Feb 19, 2014 10:10 PM
72	Tigard	Feb 19, 2014 10:07 PM
73	retired	Feb 19, 2014 10:03 PM
74	Yamhill	Feb 19, 2014 10:00 PM
75	retired	Feb 19, 2014 9:46 PM
76	Newberg	Feb 19, 2014 9:46 PM
77	Student in Newbeg	Feb 19, 2014 9:44 PM
78	Retired	Feb 19, 2014 9:40 PM
79	Stay at home Mom	Feb 19, 2014 9:25 PM
80	tigard	Feb 19, 2014 9:23 PM
81	Tigard	Feb 19, 2014 9:21 PM

**Q9. Where do you work?**

82	hillsboro	Feb 19, 2014 9:17 PM
83	Portland	Feb 19, 2014 9:11 PM
84	Newburg and Gaston	Feb 19, 2014 9:06 PM
85	Tigard	Feb 19, 2014 9:06 PM
86	stay at home mom	Feb 19, 2014 9:00 PM
87	Construction - WA & OR	Feb 19, 2014 8:55 PM
88	Retired	Feb 19, 2014 8:51 PM
89	don't work	Feb 19, 2014 8:47 PM
90	Tualatin	Feb 19, 2014 8:34 PM
91	Canyon Rd in Beaverton	Feb 19, 2014 8:20 PM
92	tigard	Feb 19, 2014 7:54 PM
93	Portland	Feb 19, 2014 7:44 PM
94	Hillsboro	Feb 19, 2014 7:42 PM
95	Portland metro area	Feb 19, 2014 7:37 PM
96	Retired	Feb 19, 2014 7:25 PM
97	Retired	Feb 19, 2014 7:22 PM
98	Retired	Feb 19, 2014 7:18 PM
99	Hillsboro	Feb 19, 2014 7:17 PM
100	Wilsonville	Feb 19, 2014 7:02 PM
101	Tualatin	Feb 19, 2014 6:53 PM
102	Newberg	Feb 19, 2014 6:52 PM
103	Retired	Feb 19, 2014 6:46 PM
104	North Plains	Feb 19, 2014 6:37 PM
105	not working	Feb 19, 2014 6:36 PM
106	retired	Feb 19, 2014 6:34 PM
107	Retired	Feb 19, 2014 6:22 PM
108	retired	Feb 19, 2014 6:19 PM

**Q9. Where do you work?**

109	caregiving	Feb 19, 2014 6:17 PM
110	Mcminnville	Feb 19, 2014 6:16 PM
111	Portland	Feb 19, 2014 6:09 PM
112	retired	Feb 19, 2014 6:06 PM



**Q10. What is your overall satisfaction with the Sherwood Regional Family YMCA?**

1	I find that the programs for my 2 year old, aside possibly from swimming lessons, are only offered at times when I am working. Since he is very comfortable in the water, the parent/child classes seem unnecessary. I also wish my younger daughter who is a strong swimmer (shark @ 6 years old) could have the option of swimming without me in the pool. I do like that child watch is available and that there is a family locker room.	Feb 22, 2014 12:55 AM
2	I would like more classes in the early morning	Feb 21, 2014 4:41 PM
3	Wish there were more classes offered so not so full and wish child watch was more available - not so full. + Afternoon times.	Feb 21, 2014 3:19 PM
4	Price for membership is HIGH. There is no way to just get an inexpensive pass to use the pool. They CLOSE the pool the last two weeks of SUMMER. That is ridiculous. Why not close it the FIRST two weeks of September, when use would be much less in demand? I would also say that it is wrong that water aerobics classes are cut to accommodate the swim team. Water classes are also important, albeit not a huge source of extra revenue.	Feb 21, 2014 11:01 AM
5	I wish the aftercare activities rotated, my kids miss out on rock climbing and swimming.	Feb 20, 2014 10:45 PM
6	As for staff, noticed MANY times 2 or 3 extra people at the front desk sitting on the desk doing nothing. The facility is big enough I presume there is always SOMETHING for everyone to be doing for their paycheck which is funded through my membership dues.	Feb 20, 2014 5:42 PM
7	Much more than satisfied. Best thing we've ever done for ourselves!	Feb 20, 2014 5:09 PM
8	It would be nice to have the Thursday noon or Tue. 7pm yoga classes back	Feb 20, 2014 3:03 PM
9	Brand new to the Y still not done anything really	Feb 20, 2014 2:50 PM
10	would like more afternoon (between 1 and 4 exercise class options)	Feb 20, 2014 11:51 AM
11	showers water temp often times too hot	Feb 20, 2014 11:33 AM
12	We love our YMCA!	Feb 20, 2014 9:16 AM
13	Would like Tai Chi class	Feb 20, 2014 8:50 AM
14	We love everything about our Y!!	Feb 19, 2014 10:33 PM
15	you just dont' have good classes and programs for 50 ish adults. You have kid programs, silver adult programs, 30-40 year old programs	Feb 19, 2014 9:17 PM
16	I feel water Aerobics should not have to suffer because of the highschool activities. Also they need to add the classes offered in the morning pool aerobics to the evening aerobic classes. There are several people who work and would like the opportunity to have those classes available to us.	Feb 19, 2014 7:42 PM
17	Good place to work out. Good people work there.	Feb 19, 2014 6:22 PM

**Q11. Would you recommend a Sherwood Regional Family YMCA membership to others? Membership referrals are greatly appreciated!**

1	It's a great place to be.	Mar 2, 2014 1:41 PM
2	good programs and love weight machines	Feb 23, 2014 9:06 AM
3	program and g staff	Feb 23, 2014 12:18 AM
4	It's a fabulous community asset!	Feb 21, 2014 9:03 PM
5	Kaiser pays for my Silver and Fit membership and Sherwood YMCA is less than 15 min from home...small and non-threatening place for all levels to exercise. From swimming to Zumba!	Feb 21, 2014 3:02 PM
6	However, I do let them know that it is the MOST expensive health club around. That is a sad fact.	Feb 21, 2014 11:01 AM
7	I already have.	Feb 20, 2014 9:16 PM
8	Friendly family-type atmosphere; sense of safety	Feb 20, 2014 6:37 PM
9	Aside from the physical benefits of regular exercise, we have met some WONDERFUL people at the Y.	Feb 20, 2014 5:09 PM
10	Safe, clean environment	Feb 20, 2014 9:16 AM
11	I think that the YMCA enhances Sherwood as a community and adds to the value of the surrounding real estate.	Feb 20, 2014 8:10 AM
12	Without a doubt, always do.	Feb 20, 2014 7:30 AM
13	It has greatly helped me improved my life.	Feb 20, 2014 6:59 AM
14	We do recommend membership already!	Feb 19, 2014 11:08 PM
15	I love the atmosphere and cleanliness at the Y	Feb 19, 2014 9:44 PM
16	It's clean and a wonderful family environment. I love the classes and childwatch!	Feb 19, 2014 9:40 PM
17	Well maintained with top notch staff.	Feb 19, 2014 9:21 PM
18	location is convenient. like the family friendly atmosphere	Feb 19, 2014 6:27 PM
19	Great place, everyone is friendly, good equipment.	Feb 19, 2014 6:22 PM
20	discriminated against based on where you live	Feb 19, 2014 6:16 PM
21	It is great!	Feb 19, 2014 6:06 PM

**Q12. The YMCA is a nonprofit, mission/cause driven organization with a rich history and a unique strong relationship with the City of Sherwood. Your membership dollars and contributions to our Annual Campaign help us to strengthen our community by supporting:  
A free drop in Teen Center (a safe pl...**

1	I think Monkey messed up your rankings, but I followed instructions anyway.	Feb 21, 2014 4:41 PM
2	My membership dues are already contributing to these programs. There is no way that I personally cost \$46 a month for my actual usage.	Feb 21, 2014 11:01 AM
3	Just want to say that we are loving the Y. We are new members and this is our first experience with a Y. We are impressed with the facility, the friendliness of staff (Thomas is childwatch is so great with our kids). We are so happy to be part of the Y family.	Feb 20, 2014 11:21 AM
4	-	Feb 20, 2014 9:52 AM
5	Since there is no general comment section, I will do it here. I really enjoy being a member of the Y and I truly believe it is the best gym in the area. However, I have been very disappointed with the quality of the spin instructors. In all of my previous spin classes, taught by at least 10 other instructors, I was always told, and research backs them up, that you are not to go above 120 or below 60 rpm otherwise you risk serious damage to your joints and you are to have enough resistance to not bounce in your seat. This is blatantly not followed in the spin classes I have attended by two different instructors at the Y. Furthermore, the music is too loud or the instructor does not give enough cues to offer a successful workout. I know the classes are full and that people obviously enjoy them, but I please ask you, for the sake of all the knees in those classes, to please review best practices in cycling. I have actually purchased a membership at a cycling studio that offers consistent, high quality classes to supplement my Y membership because I feel so strongly about how the Y classes are being taught. Again, I am generally pleased with my Y membership but having better spin instructors (and more new bikes and perhaps a class at 5:30pm) would make it the perfect place for me to work out. Thank you for offering such a great place.	Feb 20, 2014 8:49 AM
6	I did not answer questions # 3 or # 4, not logic in design, confusing.	Feb 20, 2014 7:30 AM
7	NOT AT THIS TIME	Feb 19, 2014 10:02 PM

**Exhibit B**  
**FourSquare Market Study**

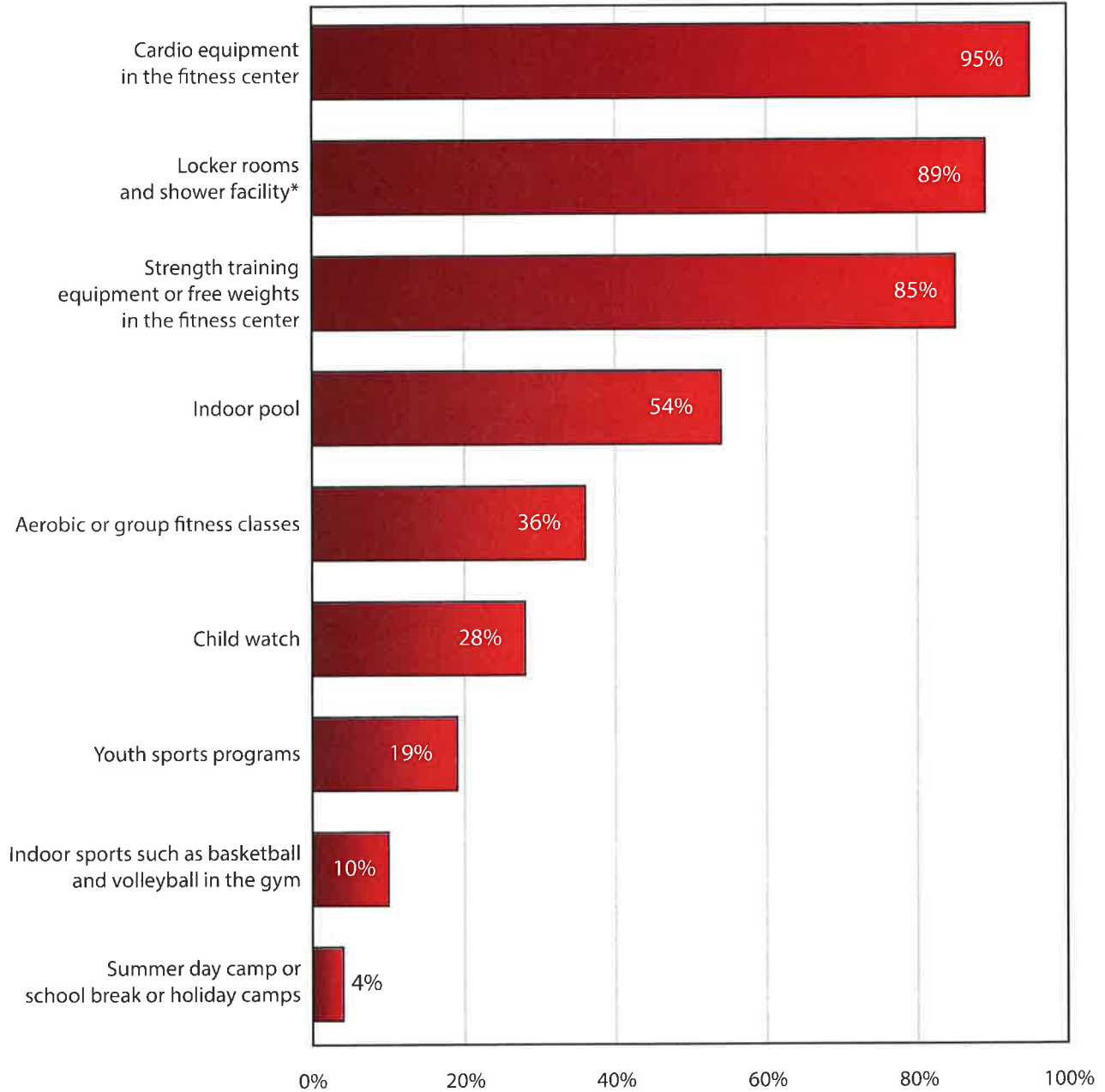
## **Chapter Eight**

### **Usage of Major Features among Current Members**

**Note:** When asked if the Sherwood Family YMCA was the primary YMCA that they used, 100% of current members surveyed answered *Yes*.

## Use of Major Features and Programs among Current Members

The following chart shows the level of usage of major features and programs among current members.



\* When current members were asked which locker rooms or shower facilities they had used, 32% answered *men*; 55% said *women*; 1% said *boys*; 1% said *girls*; and 18% said *family*.

Figure 9.01 Use of Major Features and Programs among Current Members

## Level of Interest in New Programs and Features among Current Members

The following chart shows the level of interest in new programs and features among current members.

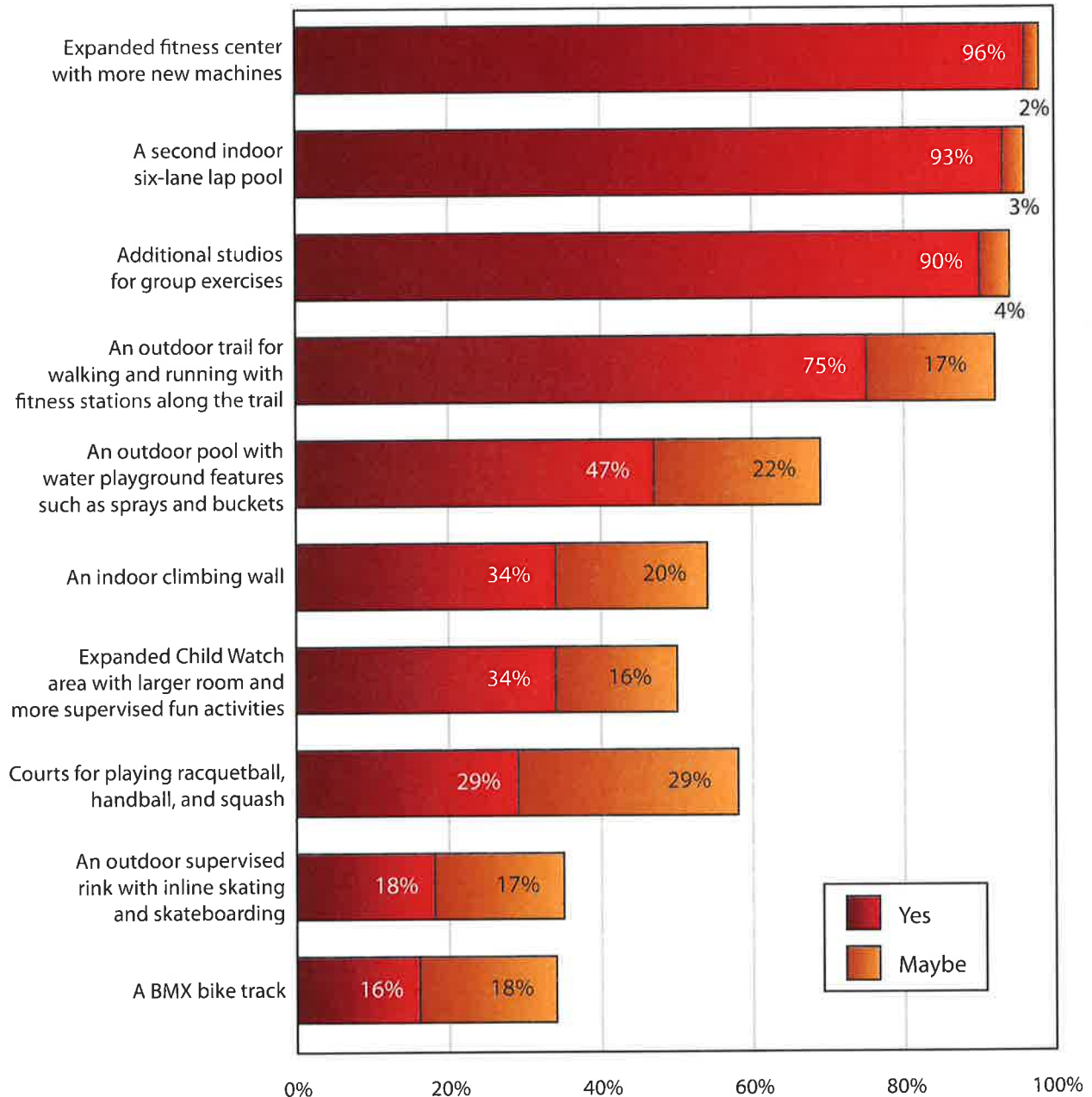


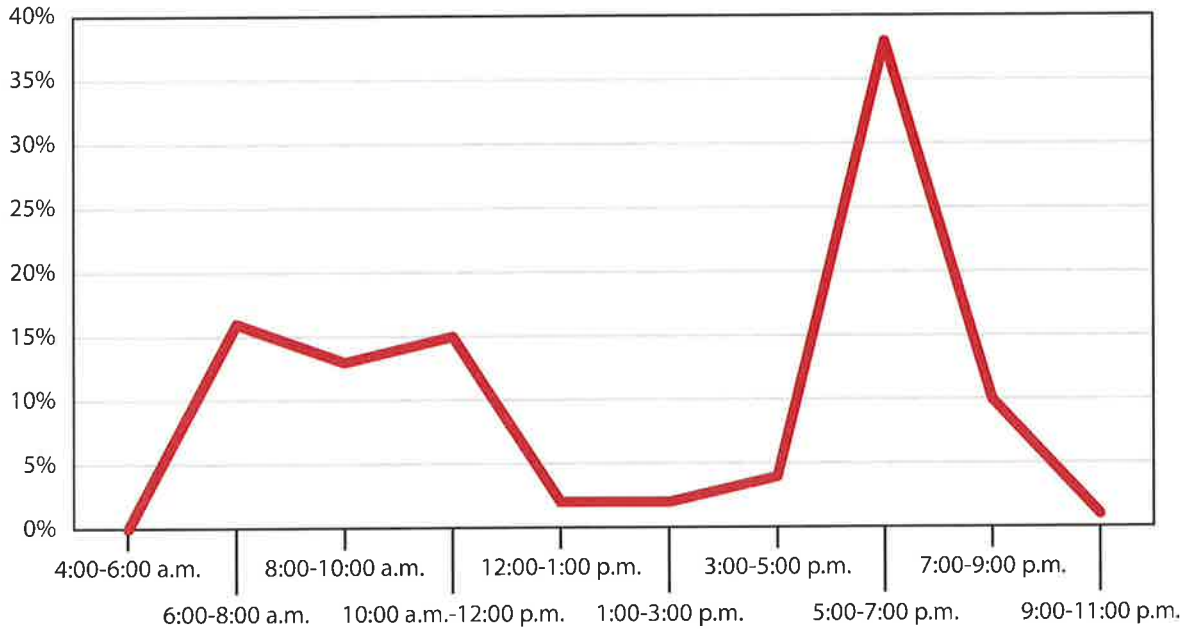
Figure 9.02 Level of Interest in New Programs and Features among Current Members



## Time of Day Current Members Most Often Use the YMCA

The following charts show the time of day current members said they most often used the YMCA during the week and over the weekend.

During the Week



Over the Weekend

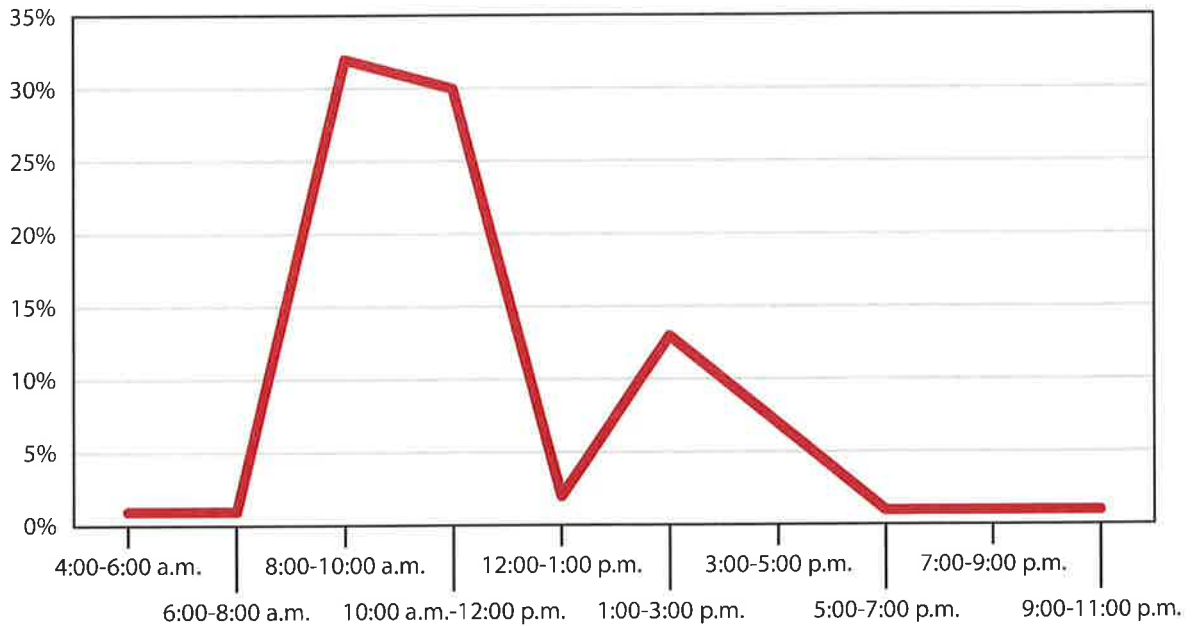


Figure 9.03 Time of Day Current Members Most Often Use the YMCA



**Chapter Nine**  
**Findings among Current Members and NPS**

## Level of Satisfaction and Likelihood to Recommend

The following graphs show the level of overall satisfaction with the YMCA membership and the likelihood to recommend the YMCA to friends or neighbors among current members of the Sherwood Family YMCA.

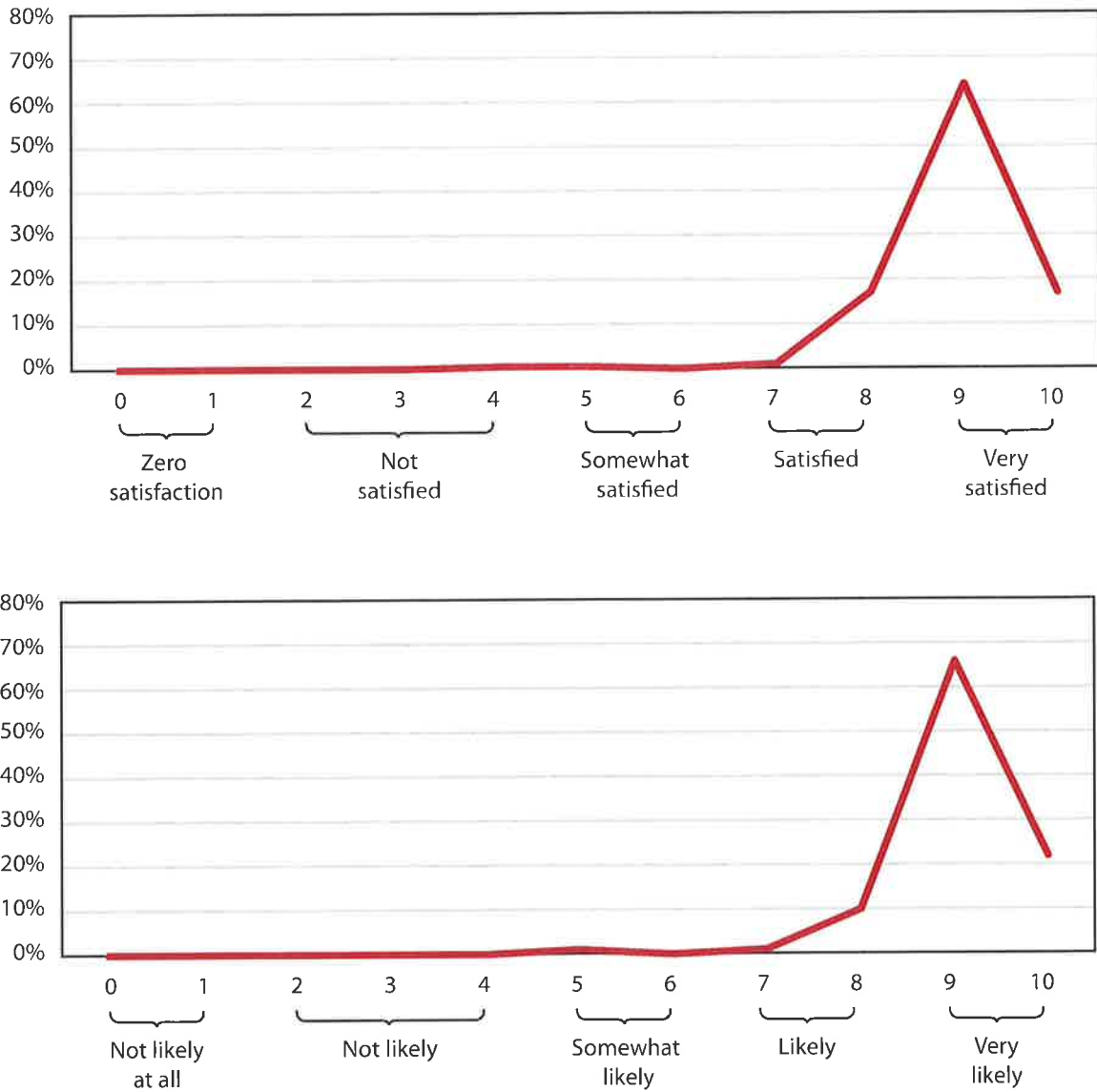


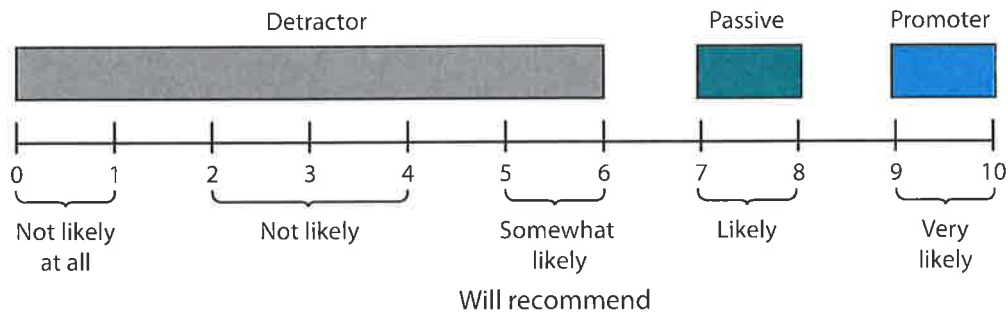
Figure 9.01 Level of Satisfaction and Likelihood to Recommend

## Net Promoter Score

The Net Promoter Score, or NPS®, is calculated based on answers to one question – How likely is it that you would recommend the YMCA to a friend or neighbor? Members responded on a 0-to-10 point rating scale and are categorized as follows:

- Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth.
- Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- Detractors (score 0-6) are unhappy members who can damage your brand and impede growth through negative word-of-mouth.

To calculate a Y's NPS, take the percentage of members who are Promoters and subtract the percentage who are Detractors.



$$\text{NPS} = \text{\% of Promoters (9s and 10s)} - \text{\% of Detractors (0s through 6s)}$$

% of Promoters	% of Detractors	NPS
88	1	87

Figure 9.02 Net Promoter Score

## Statements about Cost and Value of YMCA Membership

Current members were asked three statements listed below about the cost and value of the Y membership. Members were asked to what extent do you agree or disagree with each statement, using a scale of 0 to 4, where 0 means *strongly disagree* and 4 means *strongly agree*. The tables below detail the responses to each statement from **current members** at each indicated branch.

Statements about membership pricing	0	1	2	3	4	99
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure/DK
I can afford the membership	—	—	1%	45%	54%	—
It has good value compared to similar providers	—	—	2%	42%	56%	—
It has good value in terms of what it offers	—	—	2%	28%	70%	—
It provides quality products and services	—	—	1%	16%	83%	—

Figure 9.03 Statements about Cost and Value of YMCA Membership

## Importance of Aspects of Services to Overall Satisfaction among Current Members

Not all aspects of services have equal importance when it comes to current members' overall satisfaction. To identify the aspects of service that have the greatest impact on members' overall satisfaction, we conducted a Pearson correlation analysis. This statistical analysis establishes the strength of association between two variables – in this case, how each aspect of service contributes to members' overall satisfaction with their memberships.

The value of a correlation score ranges from -1.0 to +1.0. The higher the score, the stronger the association. A positive score indicates that the values of the two variables are moving in the same direction. In other words, as one goes up, so does the other. A negative score indicates that the values of the two variables are moving in opposite directions; as one goes up, the other goes down. A score of 0 means no relationship exists between the two variables.

Knowing current members' level of satisfaction with each service and the importance of each service to their overall satisfaction with membership by its correlation score enables us to construct an importance/performance diagram. Using the median of the correlation scores and the median of the percentage of those very satisfied with each aspect of service, we divide the services into quadrants, each of which requires different strategies, as illustrated in the following diagram. The following tables list performance and importance score of all aspects tested for each of the ten branches. All aspects are color-coded according to the importance and performance diagram, indicating key areas each YMCA needs to focus on for higher retention.

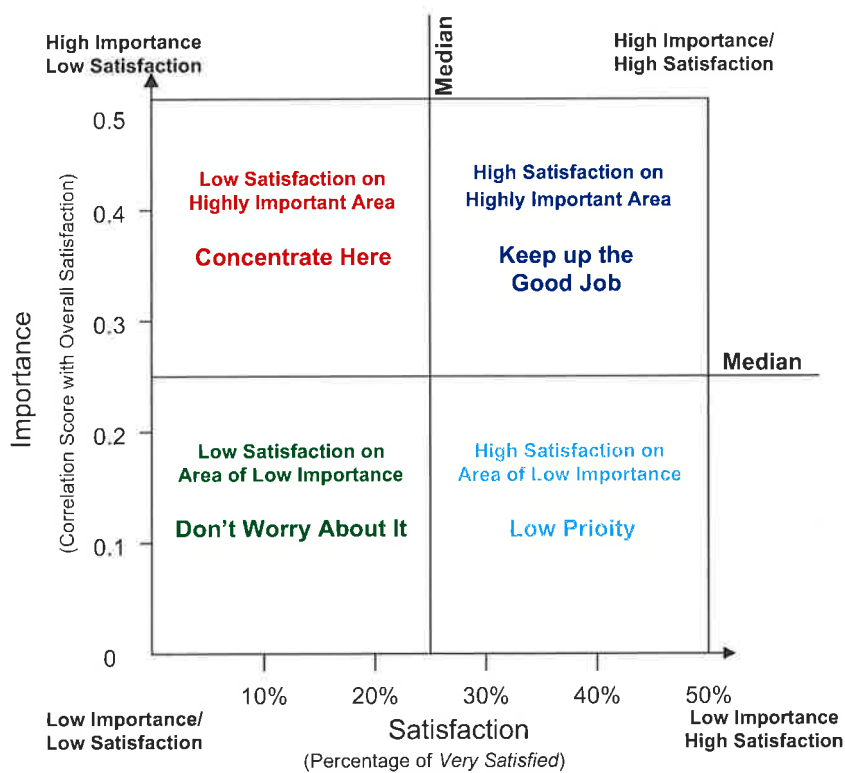


Figure 9.04 Retention Matrix

## Satisfaction with Specific Aspects of Services and Facilities among Current Members

The following table shows current members' level of satisfaction with specific aspects of membership services. Current members were asked to rate their satisfaction with each service on a scale of 0 to 10, in which 0 means *not satisfied at all* and 10 means *very satisfied*.

Aspects of services	Not Satisfied at All	Not Satisfied	OK	Satisfied	Very Satisfied	DK
<b>Front desk and lobby area</b>						
Front desk and lobby area	—	—	1%	13%	86%	—
Helpful staff	—	—	1%	4%	94%	1%
Adequate parking	—	—	—	4%	95%	1%
Cleanliness of the facility	—	—	1%	55%	44%	—
Facility hours	—	—	—	29%	71%	—
<b>Facility/program</b>						
Enough cardio machines/equipment	—	—	27%	59%	14%	—
Cardio equipment is in good shape	—	—	21%	66%	13%	—
Enough strength training equipment/free weights	—	—	8%	80%	12%	—
Strength training equipment is in good shape	—	—	7%	81%	12%	—
Hours/time of day group classes are offered fit my schedule	—	—	1%	47%	52%	—
Good variety of group fitness classes	—	—	2%	46%	52%	—
Indoor sports in the gym	—	—	5%	62%	33%	—
Indoor pool	—	—	9%	70%	21%	—
Locker rooms and showers	—	1%	1%	92%	6%	—
Child watch	—	—	—	15%	85%	—
Youth sports	—	—	—	47%	53%	—
Summer day camp, school break, or holiday camps	—	—	—	29%	71%	—

Figure 9.05 Current Members' Satisfaction with Specific Aspects of Services and Facilities

## Retention Matrix for YMCA Members

## Opportunities for an Expanded Sherwood Regional Family YMCA

### Are there recommendations for facility development of an expanded Sherwood Regional Family YMCA?<sup>1</sup>

#### Yes

If the decision is made to proceed with expanding the Sherwood Regional Family at the current location, the Consultant recommends the following:

- Expand and update **the fitness center to have a total of approximately 12,000 square feet** that includes a cardiovascular area of 6,000 sq. ft., a free weights and strength-training equipment area of 5,000 sq. ft., including a 30-minute circuit training area; a designated workout area of 750 sq. ft. with more staff supervision for teens, beginners, and women; and consulting areas/rooms of 250 sq. ft.
- Expand and update to have a total of **four group exercise studios**, two 2,000 square feet studios for aerobics and group fitness classes, one 1,500 square feet studio for relaxation, dance, yoga, and tai chi, and one 800 square feet studio for specialty classes such as indoor cycling.
- **Expand the Child Watch area with a larger room** of approximately 1,500 square feet **with more supervised fun activities** and a Kids zone for older kids with indoor playground of approximately 1,500 square feet.
- **Expand the lobby area to create a members' lounge of approximately 2,000 square feet.**
- Expand showers and locker rooms to have **more family changing areas.**
- Establish **an outdoor trail** for walking and running with fitness stations along the trail and outdoor fitness classes such as yoga, body bump, and stroller jam.
- Consider adding **an outdoor pool with water playground features** such as sprays and buckets.

The above-mentioned renovation would be critical to attract membership units forecasted in the study. The Consultant applies two important criteria when recommending and prioritizing the features: **member usage per square foot and revenue generated per square foot per capital dollar invested.**

However, FourSquare Research, Inc. is not an architectural or design firm. Our opinions are based on our experience with over 700 similar non-profit studies and on observing over 1,000 for-profit fitness providers. Actual square footage and costs will vary widely depending on zoning and environmental issues. All recommendations are meant to provide a "ball park" guide for facility development, expansion, and/or renovation.

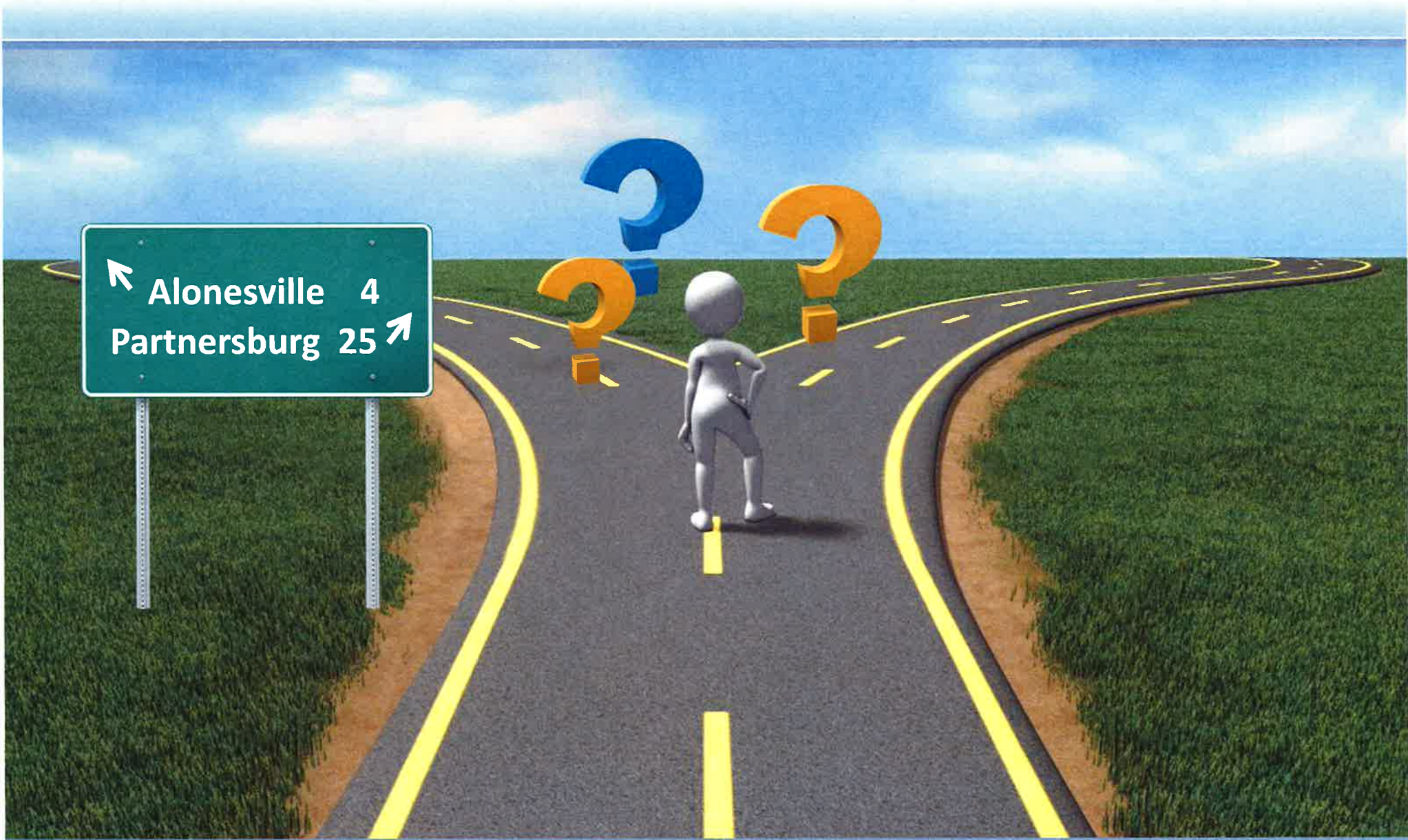
The table on the following page shows the program usage of major features among prospective users.

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<sup>1</sup> A FourSquare Market Study, Opportunities for an Expanded Sherwood Regional Family YMCA, June 30, 2016, pages 99-100.



**EXHIBIT C**  
**YMCA Public Partnerships**



# **DOING MORE Together**

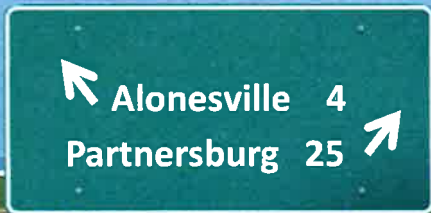
**Strengthening Communities through Municipal Partnerships**





# On Our Own vs. Partnering

If we can we do **more with others** than we can do **alone**...  
what is the road that leads to successful partnership?



# What was our task and approach?

## RESEARCH OBJECTIVES

1. Demonstrate how YMCA and municipal **work is strengthened through partnerships**
2. Use an **objective survey tool**
3. Use data to **identify trends and meaningful tools** to help YMCAs and municipalities confidently pursue sustainable partnerships

## PREPARATION

- Established a taskforce to support the research process
- Taskforce helped develop survey tool to ensure universal relevance

## RESEARCH SUPPORT TASKFORCE

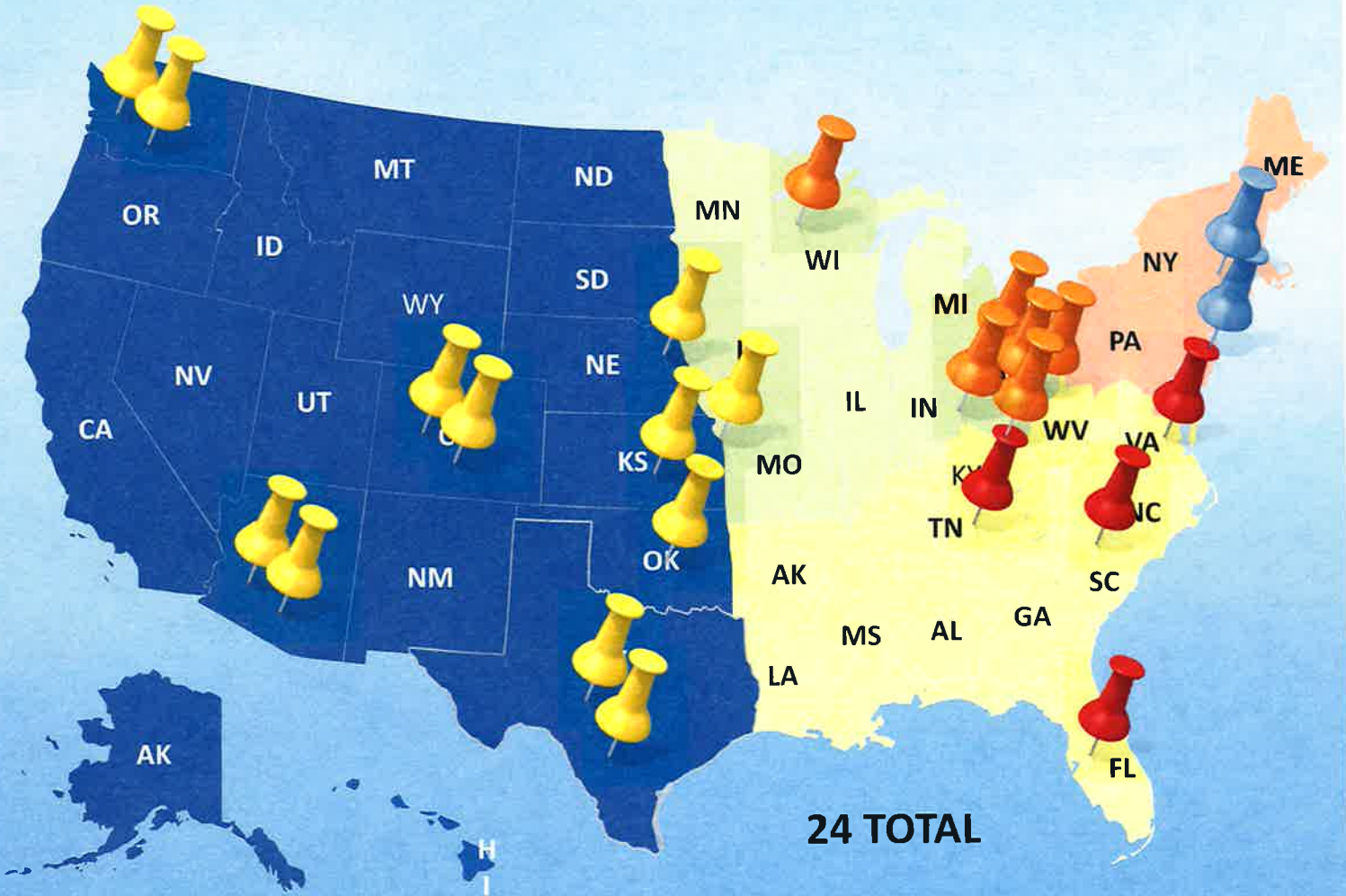
<b>JEFF ANDRESEN</b>	YMCA OF GREATER WILLIAMSON COUNTY – ROUND ROCK, TX
<b>JAN BRUCATO</b>	YMCA OF THE USA – CHICAGO, IL
<b>DANNY CARROLL</b>	PENINSULA METROPOLITAN YMCA – NEWPORT NEWS, VA
<b>DAN DUMMERMUTH</b>	YMCA OF THE PIKES PEAK REGION – COLORADO SPRINGS, CO
<b>DOUG KOHL</b>	AKRON AREA YMCA – AKRON, OH
<b>SANDY MORANDER</b>	YMCA OF GREATER SAN ANTONIO – SAN ANTONIO, TX
<b>DANE WOLL</b>	YMCA OF SOUTHERN ARIZONA – TUCSON, AZ





# Research Participants by YMCA Region

NORTHEAST 2  
SOUTHEAST 4  
MIDWEST 6  
WEST 12

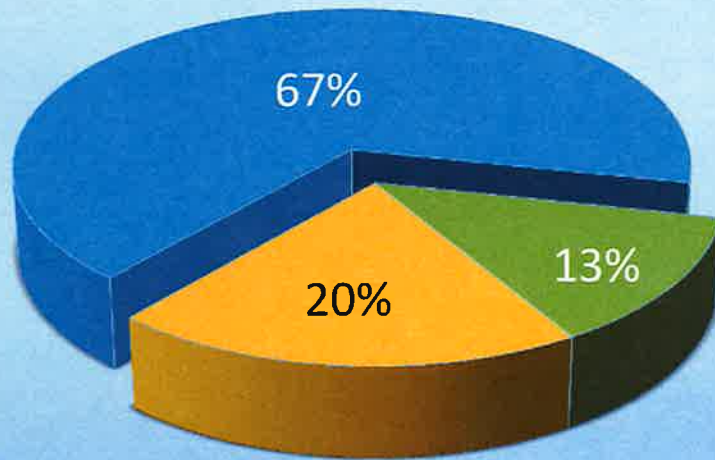




# Survey Results: Types of Partnerships

## Primary Partner

■ City    ■ County    ■ Other\*



\* School district, hospital, university, private company

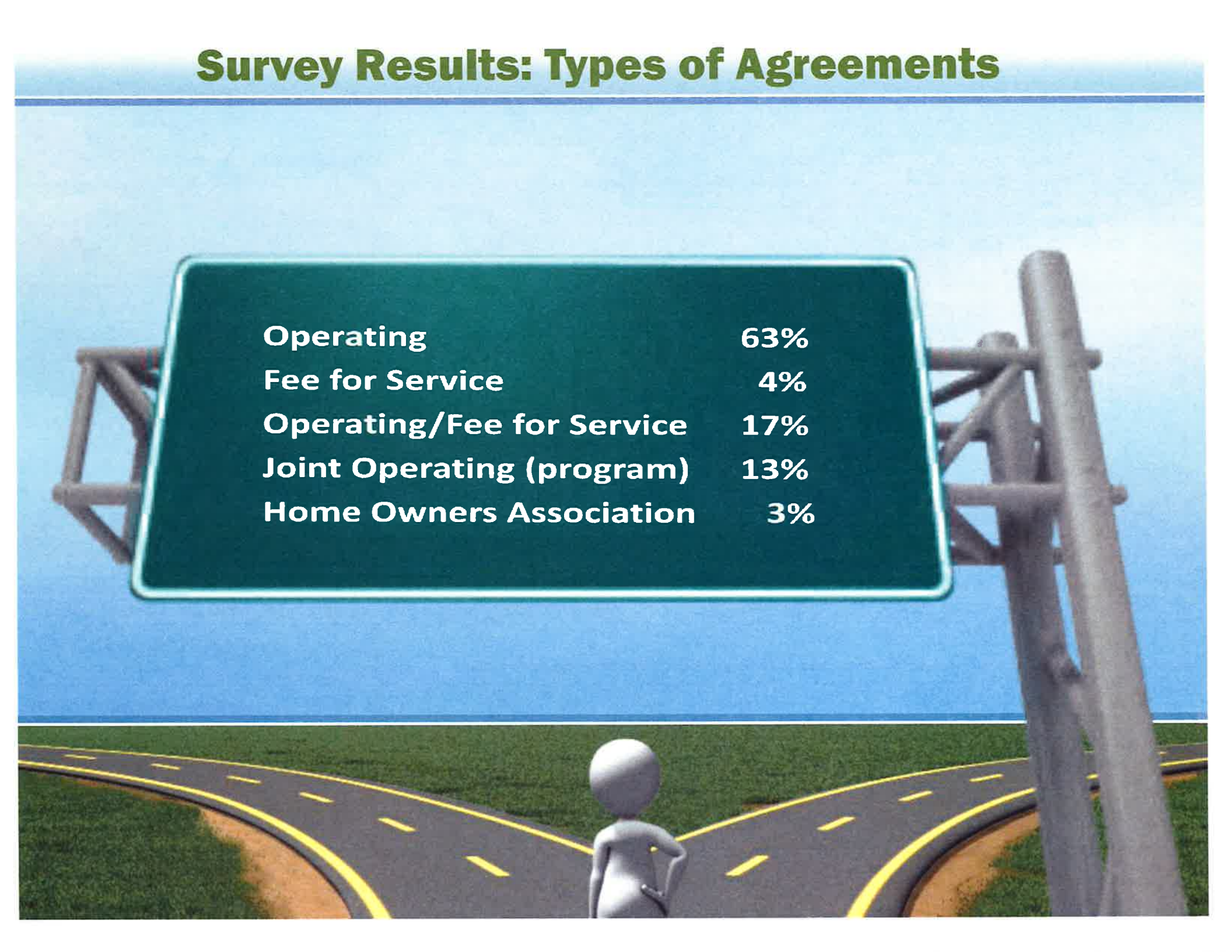
## Classification

75%	Operation of a New Facility
67%	Operation of an Aquatics Complex
42%	Other*
33%	Co-funding of a Significant Program
33%	Joint Operation of Significant Program
33%	Operation of a Park Program
29%	Operation of an Existing Facility
25%	Operation of a Senior Center

\* Land lease, college services or programs, other educational programs, hospital services or programs, sports complex/destination. Some respondents added operational subsidy/funding for operational deficit as a classification.



# Survey Results: Types of Agreements



<b>Operating</b>	<b>63%</b>
<b>Fee for Service</b>	<b>4%</b>
<b>Operating/Fee for Service</b>	<b>17%</b>
<b>Joint Operating (program)</b>	<b>13%</b>
<b>Home Owners Association</b>	<b>3%</b>



# Survey Results: Typical Contract Duration



## CONTRACT

### Typical Terms

25%	Over 30 Years
25%	21-30 Years
17%	11-20 Years
33%	0-10 Years

*X All Partnerships*

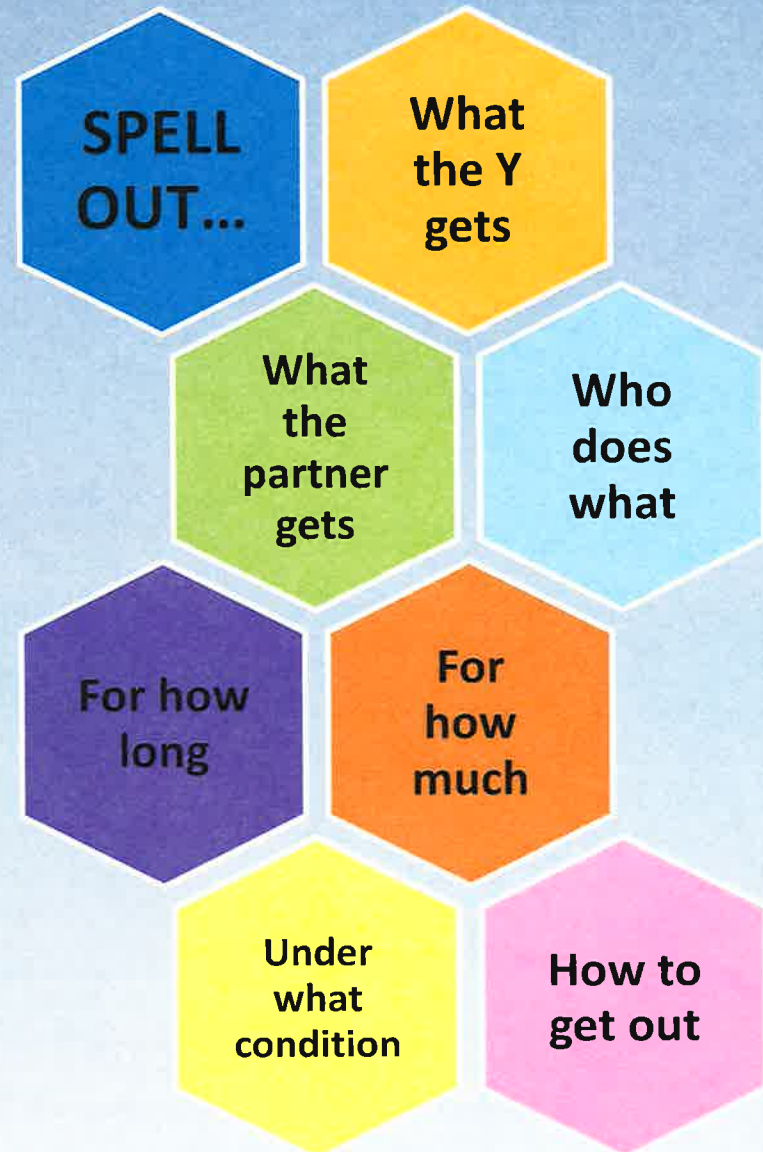
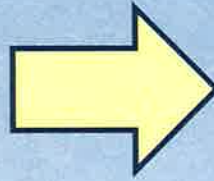




# Seal the Deal with a Solid Contract

Remember, these documents last a lot longer than you.

The basic anatomy  
of a contract



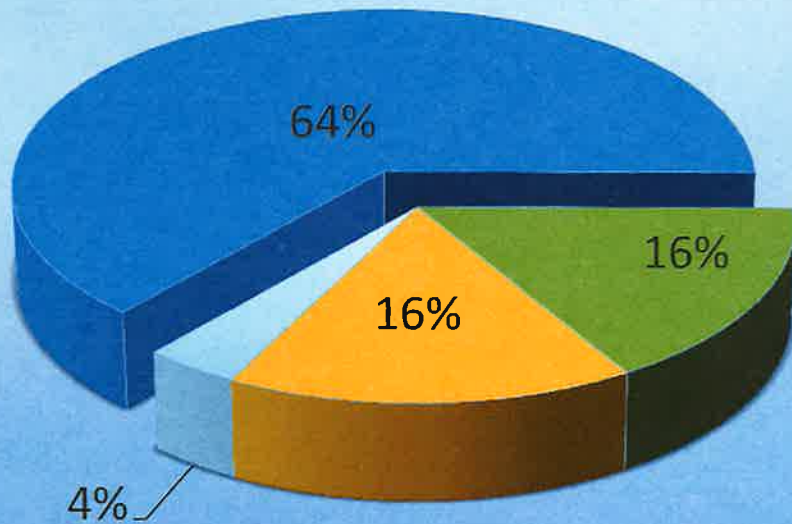
*“Prepare today and tomorrow for those that follow. Every community deserves a great Y, but you have to make sure that you have the leverage from an **enterprise perspective** that allows you to support all of your work and all of your assets **long term**.”*

**Glenn Haley**, YMCA of Greater Cleveland  
Cleveland, OH

# Survey Results: Contract Development Process

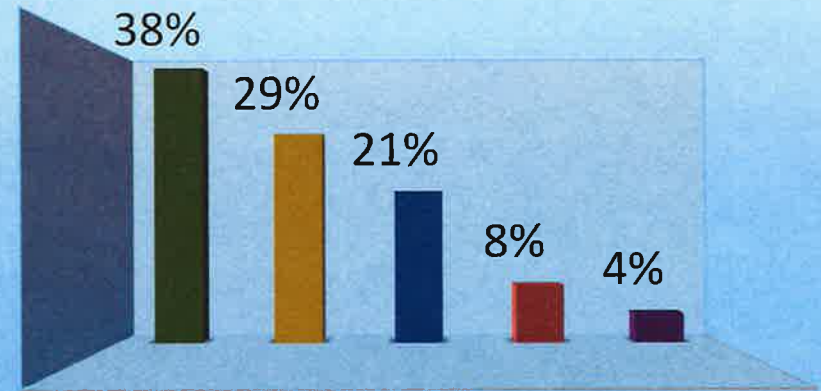
## Development and Funding

- Jointly
- By YMCA
- By Municipality
- By Another Partner



## Order of Ratification

- YMCA First
- Municipality First
- No Particular Order
- Don't Know
- Did Not Answer





# Survey Results: Ownership and Operational Subsidy

## Owns Land

YMCA 21%  
Municipality 79%

## Owns Facility

YMCA 25%  
Municipality 75%

## Operating Subsidy?

YES 54%

NO 46%





# Survey Results: Partnership Outcomes\*

- 57%** Met significant community need
- 52%** Expanded both partners reach into community
- 52%** Expanded mission – serving more folks
- 48%** Increased Y's relevance as community partner
- 43%** Provided much-needed facility for community
- 38%** Exceeded membership goals
- 33%** Exceeded market study projections

\*Data reflects 88% of total respondents; several facilities pending completion - no outcomes to report at this time





# Survey Results: Economic Impact

**30% Increased  
Sustainablilty**



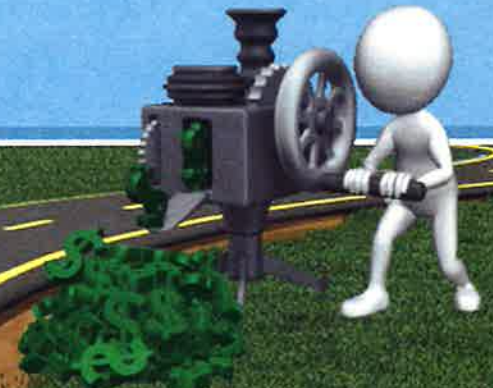
**65%  
Provides Jobs**

**Improves  
Quality of Life**

**55%**

**55%  
Savings for  
municipality  
Funds saved  
can be  
Repurposed**

**ATTRACTS  
New Residents  
25%**







# **DOING MORE Together**

**Strengthening Communities through Municipal Partnerships**

