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City of Sherwood  
Request for Proposal  
Recreation and Aquatic Center Operations and Management Services



YMCA OF COLUMBIA-WILLAMETTE  
9500 SW Barbur Blvd., Suite 200  
Portland, Oregon 97219  
[ymcacw.org](http://ymcacw.org)

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## Introductory Letter

Kristen Switzer  
Community Services Director  
22560 SW Pine Street  
Sherwood, OR 97140

Dear Ms. Switzer,

The YMCA of Columbia-Willamette (YMCACW) enthusiastically submits its proposal response for the City's consideration. We believe our experience, together with our mission and purpose, uniquely positions us to continue serving the City of Sherwood, its citizens and Sherwood Y members.

Since 1998, we have provided an extensive breadth and quality of services to this outstanding community. Our proposal outlines a continuation of these services while also designating 100% of all the Sherwood Y operating surpluses to remain in a facility reserve fund to improve the City-owned assets.

Our understanding of recreation center operations is not limited to the Sherwood Y or our two other facilities, the Clark County Family YMCA (health and wellness) and the Beaverton Hoop YMCA (elite basketball and multi-sport operation). It also includes the shared knowledge available to us through the YMCA of the USA (YUSA) national headquarters and our association with YMCAs across the nation.

In 2015, the YUSA reported the following number of collaborations with government organizations and their affiliates:

County Government – 815  
Local Government – 1,095  
Parks and Rec (county or municipal) – 1,127

Statistically speaking, no other community recreation provider in our nation can match this collaborative experience.

The YMCA of Columbia-Willamette's commitment to serving communities in the Portland area, like Sherwood, is exemplified by our 149 years of continuously doing so. As evidenced by our Association's overall financial strength and ongoing passion, we are well-positioned and committed to serving for many more years.

Both our local Sherwood Board of Managers and our governing body, the Board of Trustees, all of whom are volunteers, have enthusiastically supported the Sherwood Regional Family YMCA (Sherwood Y) since its inception. As an example, both boards approved our choice to help pay for the Teen Center bond pay-down (\$1.46 million) and led the fundraising campaign (\$250k). In total, we voluntarily paid 74% of the City's Teen Center bond debt. The author of the City's Recreation and Aquatic Center Feasibility Study noted the Y's role as being "remarkable" and noted this "is almost always the responsibility of the building's owner."<sup>1</sup>

Another example of our commitment is the YMCACW's voluntary reinvestment of upwards to \$400k into the facility, by not taking the full management services allocation (Association office services to the branch) which is allowed by our mutual contract with the City. Note this fee comes from our Sherwood operating revenues, *not as a "fee" or cost to the City*. Our YMCACW has never required the City or its taxpayers to fund any deficits or subsidize operational costs. Over the years, the YMCACW has accepted *all* of the financial risk of operations, and we propose to continue this commitment in the future. We hope our record provides our City partners and its residents' peace of mind in a contract renewal.

YMCAs, as one of the nation's leading non-profits, are uniquely positioned to impact lives. YMCAs are a voice for the welfare of the community, and we use our programs to help satisfy its recreation and social needs. While doing so, we uniquely address the whole person, "Spirit, Mind and Body." Based upon our YMCACW's mission of putting the Christian principles of Love, Respect, Honesty, Responsibility and Service into programs for all, we take the entire community into account and include a multitude of offerings that cannot be found in our competitors.

At the Sherwood Y, our 115 distinct program offerings are a testament to this breadth of the services we provide. At the City's March 14 Town Hall Forum, we believe the community validated our approach. The comments from the forum, found online at <https://www.sherwoodoregon.gov/bids> (Town Hall Comments – City Recreational Facility March 2017), indicate overwhelming favor of the Y's programs, values and staff. Additionally, the City's Feasibility Study indicates the Y provides services for all ages and socioeconomic groups, and "...are known for providing dynamic and diversified programming in their facilities."<sup>2</sup>

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<sup>1</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 74

<sup>2</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 77



As required, our experience includes operating, managing and owning multi-sport venues which offer leagues, tournaments, camps, clinics, training, aquatics programs, facility rentals, fitness activities and special events. Our strengths in these services are highlighted by our aforementioned local, regional (YMCA) and national (YUSA) experience and available consultative resources. In addition, our strengths and successes in serving the community will be highlighted in the body of this proposal.

The bottom line: in contrast to for-profit companies whose first responsibility is typically satisfying shareholder expectations, our priority in providing the required services is focused on positively impacting people's lives and serving the community, our stakeholders.

In addition to our position as a trusted community partner committed to Youth Development, Healthy Living and Social Responsibility, we are a careful steward of our resources. We budget responsibly to support our mission, and to have financial stability. We advance the Y's cause by strengthening communities, doing so even when we do not receive a financial benefit.

As an example, the City's Feasibility Study author noted at his February 17 City Council presentation that, "the YMCA does a great job meeting the needs of the community through scholarships and other services." He noted our efforts by listing, "extensive volunteer efforts worth \$207k annually: our ongoing assessment of community needs; the needs of seniors and the disabled are being met; and provides considerable financial assistance."<sup>3</sup> An additional example is our *free* Child Watch program, a rarity for the industry and an extraordinary member benefit. In 2017 we gladly budgeted \$212k to continue this service. The Study's author sums all this up by saying, "there are an extensive number of ways in which the Sherwood Regional Family YMCA shows community responsiveness."<sup>4</sup> The Study's author further comments, "...they know how to manage the facility." "They understand the Sherwood market." "They have a strong presence and name recognition in the greater Sherwood community."<sup>5</sup>

Another independent voice, FourSquare Research, performed a professional "member survey" for us in early 2016. The survey shows the Sherwood Y has an overall member Net Promoter Score of 87, of which the author reported, "...any score above 80 is considered excellent."<sup>6</sup>

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<sup>3</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 72 and 77

<sup>4</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 72

<sup>5</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 77

<sup>6</sup> FourSquare Research, Inc., Atlanta, Georgia, A FourSquare Market Study, June 30, 2016

There are 2,700 YMCAs serving 22 million people in 10,000 communities spread across all 50 states with additional YMCAs in 119 countries. See EXHIBIT 1 for an overview of the Y in the United States. The Y movement is currently finalizing a nation-wide membership reciprocity agreement, which will allow Sherwood Y members access, at no additional cost, to all other YMCAs in the nation.

As one of the nation's largest charities, the YMCA is often a logical choice for public-private partnerships. In 2010, First Lady, Michelle Obama chose the Y as the place to launch her "Let's Move" campaign against childhood obesity, a confirmation of the regard in which the Y is held in the highest tiers of government.

Finally, even considering the previous commendations, it is the transformation of individual lives and the fostering of personal relationships of which we are most proud. Our staff and volunteers truly care about the people they serve, and that's driven by the values which they and so many of our members live by. Witnessing the warm, daily interaction and friendships between members and staff, it is easy to see why so many residents feel their Sherwood Y is a hub of their community.

It has been our honor and privilege to serve Sherwood with passion and distinction for over eighteen years. We are excited for the opportunity to strengthen our partnership with the City and serve together for many years to come.

Please reach out to us with any questions or requests for additional information. We look forward to assisting you.

Mark Burris  
Chief Operating Officer

Bob Hall  
President and Chief Executive Officer

## Proposer's Certifications and Acknowledgements

City Project Manager  
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*Alternate name used, YMCA of Columbia-Willamette*  
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Incorporated in the State of Oregon ID 0497744

Proposer found no Addenda posted at [www.sherwoodoregon.gov](http://www.sherwoodoregon.gov) under "Business & Development/Bids & RFPs" by April 28, 2017. Proposer reviewed the "Response to Questions" dated April 28, 2017. Proposer accepts all terms and conditions contained in the Request for Proposal, except as otherwise specifically noted in the Proposal.

The YMCA of Columbia-Willamette agrees with all stipulations and requirements, as presented in the Recreation and Aquatic Center Operations and Management Services RFP dated 3/31/2017, except as otherwise specifically noted in the Proposal.

YMCACW is prepared to comply with the City's minimum insurance requirements outlined in the RFP as it relates to loss coverage (both per occurrence and aggregate), workers compensation coverage and necessary certificates of insurance. We will negotiate mutual indemnification language in the renewal contract that will be acceptable to both parties.

The YMCA of Columbia-Willamette acknowledges that, if selected as the successful proposer, the operation of the facility per the requirements of this



RFP is contingent upon successful negotiation of a limited-duration operating contract with the City of Sherwood.

### References

Please see EXHIBIT 2 for five (5) Tenant Letters of Reference.

### Nondiscrimination

The YMCA of Columbia-Willamette certifies, under penalty of perjury, that Proposer has not discriminated against minorities, women or emerging small business enterprises in obtaining any required subcontracts.

The YMCA of Columbia-Willamette, as a 501(c)(3) and Oregon 307.130 (scientific, benevolent and literary) exempt organization, is committed to a culture of inclusion. See EXHIBIT 3 for a copy of our Nondiscrimination, Diversity and Inclusion Policy.

The submitted Proposal is valid for a period of one-hundred eighty (180) days from May 26, 2017.

All materials and documents acquired or produced by Proposer in conjunction with the resulting contract shall be delivered to and become property of the City of Sherwood, without restriction or limitation of future use.

YMCACW has determined that portions of this Proposal contain information that is proprietary and confidential, and, therefore requests the following pages be exempt from public disclosure pursuant to the Oregon Public Records Law.

- Page 24 of the main body of the Proposal
- EXHIBIT 10
- EXHIBIT 11

### Proposal Summary

Our proposal summary, based upon RFP sections 1-8, follows below. Each of the areas are further expanded in the remaining pages and EXHIBITS.

We are proposing a five-year term with an automatic renewal for an additional five years. These and other terms offered shall be negotiated in conjunction with the Operating Agreement. All terms and conditions must be approved by the YMCACW Board of Trustees. Our proposal further includes:

### Management

- We anticipate hiring a Sherwood Y Executive Director after concluding the RFP and contract renewal process.
- The Sherwood Y will continue to be overseen by a local Board of Managers. The Board of Managers reports to the YMCACW Board of Trustees, who governs our Association.
- We will continue to submit Sherwood Y financial and operating reports to the City on a quarterly and yearly basis.

### Marketing

- The Sherwood Y will continue to employ a part time Marketing Director and leverage the YMCACW and YUSA marketing resources.
- Our marketing plans and promotional concepts will continue to enhance Sherwood's reputation as one of the nation's best places to reside.

### Staffing

- The Sherwood Y will continue to have a strong workplace culture based upon serving and caring for others.
- We emphasize a diverse and inclusive workplace.
- Our strong and positive culture, along with training and extensive YMCA career opportunities, will help us to retain staff.
- Cross-trained staffing will continue to insure adequate coverage at all times.

### Programs

- We will continuously look to grow and refine the Sherwood Y's 115 distinct program offerings.
- We will continue serving the entire spectrum of the community. As a result we offer some programs which are a financial liability to us, yet have a strong community impact.
- Our programs and adjunct services are designed to serve the whole person "spirit, mind and body."

### Financial Plan

- Our plan will protect the City from funding operational deficits. The YMCACW will assume all financial risk from operations.
- All operating surpluses will be retained in the Sherwood Y, designated toward maintaining the City's facility and/or equipment.
- Management services allocation from the Sherwood Y will be limited to 11% of branch revenue.

## Maintenance

- The YCMACW will accept all responsibility for the building with exception of the building structure (external and internal walls, roof and internal electrical and plumbing systems). All pool systems, including pump room boilers, will remain the YMCACW's responsibility.
- The YMCACW's financial soundness provides potential resources for maintenance and equipment upkeep in the unlikely event the Sherwood Y produces operating deficits.
- We propose to fund a \$250k equipment and maintenance reserve.

## Compensation

- The YMCACW is not asking the City of Sherwood to pay us a Management Fee.

## Other

- We propose the City reviews alternatives to expand its Recreation and Aquatics Facility. We suggest a bond-rollover, combined with other contributing sources is the most feasible way to execute expansion.

## Organization Experience and Qualifications

- The YMCA of Columbia-Willamette is incorporated under the laws of the State of Oregon, as a nonprofit Corporation. The Board of Trustees, on behalf of the YMCA of Columbia-Willamette, pursuant to the YMCACW purpose and mission, has the authority to establish policy, direct the organization to hold title to property, and conduct the business of the Association.
- The YMCA of Columbia-Willamette has a twenty-three member Board of Trustees who establish strategic direction, secure resources and provide oversight and accountability in compliance with the law. Day to day operations of the YMCACW are led by its President and Chief Executive Officer, Chief Financial Officer, Chief Development Officer and Chief Operations Officer.
- The YMCA of Columbia-Willamette employs an average of over 800 staff with a seasonal adjustment increasing to over 1,000 staff members.
- In 2016, 2,468 individuals donated 41,142 hours of volunteer time.
- The YMCA of Columbia-Willamette is a member in good standing of the YMCA of the USA.

See EXHIBIT 4 for Senior Staff and Volunteer Organizational Charts.



See EXHIBIT 5 for a copy of our most recent Annual Report.  
See EXHIBIT 6 for resumes of key personnel.

The YMCA of Columbia-Willamette was established March 31, 1868, under the name Young Men's Christian Association of Portland, Oregon. On April 15, 1976 the current name was officially recognized in State of Oregon Restated Articles of Incorporation.

In the last five years the YMCA of Columbia-Willamette has managed facilities owned, leased or operated in partnership with public agencies:

- Three (3) sports and recreation membership and event facilities: Beaverton Hoop YMCA, Clark County Family YMCA, Sherwood Regional Family YMCA
- Sixteen (16) Child Development Centers
- Camp Collins, Camp and Conference Center

The YMCACW also provides before and/or after school child care services in more than forty (40) public and private school sites across the Portland-Vancouver Metro area.

The YMCA of Columbia-Willamette manages three (3) child care facilities on behalf of clients: Clackamas Community College Child Development Center, Playground Child Development Center at St Vincent's Hospital, PCC SE Child Development Center.

The Sherwood Regional Family YMCA is a City of Sherwood owned facility, managed by the YMCA of Columbia-Willamette.

The following is an example of events, tournaments and programs the YMCACW manages in the various facilities it operates.

- Beaverton Hoop YMCA
  - Eight (8) Beaverton Hoop YMCA-sponsored seasonal basketball tournaments that each include 125 teams (1,250 kids) with 3,000-3,500 spectators over a weekend
  - Ten (10) Beaverton Hoop YMCA-sponsored weekend basketball tournaments that each include up to 100 teams (1,000 kids) with 2,000 spectators
  - Three (3) national or regional multisite/multiday basketball tournaments that include 200 teams (2,000 kids) and accommodation of 4,000+ spectators throughout the tournament
  - Partnership with Special Olympics for local competitions serving on average 500 participants

- Regional multi day gymnastics competition serving on average 500 participants
- Rental as a practice facility for volleyball club teams and local basketball teams with 800-plus participants
- Beaverton Hoop YMCA-sponsored week long sports camps for 80-100 day campers
- Ongoing partnerships with Trail Blazers stars Damian Lillard and CJ McCollum for branded sports day camps, each with 600-plus attendees
- Seasonal basketball skills training programs, both group and individual
- Sherwood Y/Clark County Y/Clackamas-Mt Hood Y
  - Swim team practice and competitions
    - Sherwood Y Swim Team has 120 members and hosts inter-squad competitions
    - Clark County Y has 145 youth swim team participants and hosts three (3) swim meets per year
  - Offsite field use for sports camps

The following is a sample list of non-sporting events the YMCACW manages in the various facilities it operates.

- Beaverton Hoop YMCA
  - Regional multi night festival celebrating the local East Indian community
  - Training events for local businesses
  - Memorial services
  - Middle school and high school dance/social events
  - Fundraising events
- YMCA Camp Collins – this facility, for over 90 years has provided summer camp programs for youth ages 6-18 during the months of June – August and Retreat and Conference opportunities for day use or overnight stay, September – mid-June. Services may include food service, lodging and program activities such as challenge courses, team building, archery, hiking and nature studies. In 2016, there were 180 bookings serving 7,509 people and over 1850 youth participating in week long summer camp programs. Overnight accommodations for 280 are available on site.

- |                                   |                          |                                  |
|-----------------------------------|--------------------------|----------------------------------|
| ○ Youth retreats                  | ○ Scout programs         | ○ Adult retreats                 |
| ○ Outdoor School                  | ○ Strategic planning     | ○ Church groups                  |
| ○ Music workshops                 | ○ University Retreats    | ○ Youth mentoring                |
| ○ Corporate training and Retreats | ○ Non-profit conferences | ○ Challenge course/team building |

- YMCA Child Care
  - We have twenty (20) sites that offer week-long themed adventures such as art, sports, theatre, the great outdoors, science, petting zoos and more.
- Sherwood Regional Family YMCA, Clark County Family YMCA, Clackamas-Mt Hood YMCA
  - After school enrichment programs using school and other community facilities
    - Lego Engineering
    - Cooking
    - Music/Dance
    - Comic Book Art
    - Chess Tournaments
    - STEM (Science, Technology, Engineering and Math)
    - Arts and Crafts
    - Software Coding
  - Boy Scouts/Girl Scouts

## Operation Plan

This operation plan is based on the amenities provided on page 1 of the Request for Proposals and listed below.

- A 25 yard long, 3 lane pool
- Recreational pool with zero depth entry to 7' deep
- 65 foot water slide
- Family changing rooms
- 5,200 sq. ft. Teen Center
- Child Watch Center
- Full-size basketball/volleyball court
- 20' high rock climbing wall
- Dance and gymnastic studios
- Spin cycle studio
- Treadmills, elliptical machines, stair steppers, step mill, rowing machine
- Bikes (including recumbent, cycle pro, uprights, spin bike and hand crank cycles)
- Functional training room
- Free weights and Life Fitness and Matrix® Selectorized Strength Machines
- 1/14-mile walking/running track



## Management Plan

Our management philosophy follows YUSA leadership principles that have been forged through the test of time, yet remain nimble so as to constantly adapt to our changing world. Given our *Mission and Cause*, our leadership structure is organized to first ensure *member success* in the areas of Healthy Living, Youth Development and Social Responsibility rather than being primarily focused on bottom-line profit.

Currently, our Sherwood Y is led by three Senior Program Directors who have a combined total of 38 years at the Sherwood YMCA. All of the day-to-day management decisions are led by them and their teams of leaders. Each of these Senior Program Directors have worked their way into their jobs through meritocracy and their passion for our *Mission and Cause*. Two of these three live in the Woodhaven neighborhood where the Sherwood YMCA is located.

Leadership responsibilities are divided into Healthy Living and Membership; Aquatics and Youth Development; and Facilities and Administration. All three Directors temporarily report to the YMCACW's Chief Operating Officer (until a new Executive Director is hired), who typically offices at the branch for half days, 3-4 times per week. Our COO spends the majority of his Sherwood Y time coaching the leadership team and as a resource for strategic planning and direction. Our COO reports to the Association's President and CEO, nine miles away in Southwest Portland. We anticipate posting for the Executive Director position before August 1, 2017, and making the hiring decision in the fall, assuming successful retention of our contract with the City. Please see EXHIBIT 7 for the Sherwood YMCA Organization Chart, including brief descriptions of roles and responsibilities.

Please see the Staffing section on page 17 for further detail on our management plan and philosophy.

## Governance

Our Sherwood Y is overseen by a local Board of Managers (BOM). Branch Management and Advisory Council Regulations of the Sherwood Regional Family YMCA are found in EXHIBIT 8. The BOM advises branch leadership, approves budgets, volunteers for the Sherwood Y in the community and actively campaigns for charitable contributions.

Per our Operating Agreement with the City of Sherwood, the City may designate up to four (4) Sherwood Y branch board members. The City also has two (2) of its employees on the BOM's Facilities Committee. Financial statements are reviewed at each monthly board meeting. A member of the

Sherwood Y branch board sits on the YMCA of Columbia-Willamette Board of Trustees, the governing authority for the YMCA of Columbia-Willamette. The Sherwood Board of Managers ultimately reports to the Board of Trustees. The Board of Managers will participate in the interview and selection process for our new Executive Director, with the final decision resting with the YMCACW.

The City is also represented on the Board of Manager's Facilities Committee, with two (2) current representatives. They are invited to all Committee meetings and we welcome their partnership. Additionally, the Sherwood City Manager and the YMCACW CEO and COO meet on a monthly basis to discuss priorities and receive input from each other. The branch Executive Director, when hired, will be included in those meetings.

Sherwood Y quarterly reports will continue to be submitted to the City of Sherwood after each quarter-end. Our first quarter 2017, and fourth quarter 2016 reports are attached as EXHIBIT 9. They include usage and program highlights as well as financial information. See EXHIBIT 10 for a copy of our 2016 Audited Financials.

EXHIBIT 11 provides the past three (3) years' financial performance for the Association as a consolidated organization, and branch-specific financial performance reports for the Sherwood YMCA and Clark County Family YMCA. Additionally, we discuss the Sherwood YMCA branch operations in a detailed manner all through the RFP's required categories.

Other than our partnership with the City of Sherwood, we operate no facilities owned by public agencies or municipalities. However, through our affiliation with the YUSA, we are able to leverage its expertise earned through many years of public-private partnerships. As of 2015, the YUSA reports 1,127 different collaborations with parks and recreation and/or municipal providers.

Given this level of experience, we are fortunate to have a repository of "white papers," "best practices," and other data available upon request.

### Marketing Plan

Our philosophy toward marketing never deviates from our message. Together with YMCAs around the nation, our focus is on Youth Development, Healthy Living and Social Responsibility. We market and promote the Sherwood Y in this spirit, and we customize our approach to meet the specific needs of the greater Sherwood community.

We employ a part time Marketing Director at our Sherwood Y, and leverage our YMCACW central office's marketing expertise. In addition, the YUSA offers readily available resources.

Our depth allows us to attract participants to fill our extensive and growing list of program offerings, 115 at last count. We are grateful for the accolades received on our marketing plan in the City's Feasibility Study, whose author noted, "...marketing efforts are well thought out, are based upon specific goals, and the tools to accomplish the work are identified. Compared to most public recreation centers, their current marketing efforts are far superior."<sup>7</sup> Please see EXHIBIT 12 for our 2017 Marketing and Communications Plan.

Our approach to promoting and scheduling events and programs is detailed in our 2017 Event Calendar in EXHIBIT 13. This document clearly lays out the work to be done for the year so that we can mobilize staff, volunteers and vendors to create excitement in prospective participants. Given our extensive partnering with the community, such events increase community connectedness as we bring diverse groups of people together for common causes. We add economic benefit to the City as we mobilize over 500 volunteers per year for these and related events corresponding to approximately \$207k in annual volunteering hours.

In summary, our marketing plans and promotional concepts, both formal and informal, highlight the City of Sherwood as a thriving, enviable community, enhancing its reputation as one of the nation's best towns in which to live.

We neither manage nor own any competing facilities in the area and none are planned.

Our Oregon YMCAs (several independent, yet affiliated Associations) have a reciprocity agreement in place whereby members may use all of our Oregon health and wellness facilities. A national reciprocity agreement is moving forward allowing YMCA members in all 50 states to have usage privileges with any participating YMCA facility in the nation.

The YMCACW is ideally positioned to cross-market between our existing facilities. We own beautiful Camp Collins on the scenic Sandy River, and operate Child Development Centers in Sherwood and the surrounding areas of Wilsonville, Tigard and Tualatin. Our Sherwood Child Development

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<sup>7</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 71  
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Center serves about 100 families and reduces fees for those who cannot afford to pay. The Providence Hospital System sponsors us and has a strong relationship with the YMCACW. We operate a Child Development Center at Providence St. Vincent and have joined with Providence, which has a strong presence in Sherwood, on healthy living initiatives.

As we move toward offering more in the area of diabetes prevention and healthy living programs, these partnerships should become even more important to Sherwood's health and well-being. From health and wellness centers to child care, to outdoor adventure and youth development, we are able to leverage our brand to meet the diverse needs of the Sherwood community.

Our marketing efforts are enhanced by our involvement with local communities. The YMCACW is socially responsible and committed to our neighbors. Our Sherwood staff, members, and volunteers are active in community events like Relay for Life, Robin Hood Festival, Neighbor 2 Neighbor, Give n Gobble, Cruisn' Sherwood, and more. We also partner with Helping Hands to ensure kids have access to healthy food during the summer, offer free Summer Safety Days in our pools, and weekly, after-hours showers for the homeless. Our Chaplains help our members and staff locate needed resources in the community. All these efforts promote goodwill around Sherwood and enhance its livability.

Additionally, the City's Feasibility Study author succinctly sums things up by saying, "They have a strong presence and name recognition in the greater Sherwood community."<sup>8</sup>

Through the years, the Sherwood Y has focused minimally on sponsorship strategies. Going forward, we believe we can do a better job by leveraging our strong reputation. Therefore, we're working on a plan to collaborate with companies whose clientele is aligned with our focus areas of Youth Development, Healthy Living, and Social Responsibility. Utilizing best practices available to us from our YUSA partners, we're confident we can successfully execute on this initiative, thereby increasing the amount of funds available for investment into the facility, salaries and programs.

### Staffing

The YMCA believes that in a diverse world we are stronger when we are inclusive, when our doors are open to all, and when everyone has the opportunity to be part of the mission and cause. Our staff and volunteers are

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<sup>8</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 77

members of the communities we serve and are integral to ensuring the Sherwood Y remains a uniquely vital resource to our members.

As our communities continue to change, one thing is constant: the YMCA is, and always will be a place where individuals and families from all walks of life are welcome.

When seeking qualified applicants, we begin with those who are drawn to our Vision, Mission, Impact and Cause, see EXHIBIT 14. Attracting these caring, dedicated individuals has long been an advantage we enjoy over for-profit companies and government-run competitors. In fact, a number of our staff frequently tell us they would choose another line of work if they didn't work for the YMCA.

In sourcing prospective staff, we have enjoyed success via both employee and word-of-mouth referrals. Association-wide, more than 30% of our new hires come from YMCACW staff referrals. Additionally, many of our Sherwood Y staff were first members of the Sherwood Y.

Another competitive advantage is our YMCACW's regional pull, where our approximately 800 year-round staff can apply to transfer from one part of our YMCA to another. Also, we frequently add team members via our YUSA national employment database. Finally, having such a large pool of potential applicants already dedicated to our Mission and Cause helps to continue the high quality of service our members enjoy.

Our retention philosophy begins with our culture. While interviewing, applicants learn about our values, cause, inclusive Christian principles and our unique heritage. They understand their work is an opportunity to make a lasting difference in the lives of others, and is designed to focus on our members and their community.

Training and support are a vital part of our retention strategy. The YMCA is dedicated to helping staff reach their professional goals through coaching, career pathing and a comprehensive leadership development and certification system that encourages learning at all stages of their careers.

All new staff begin with New Employee Orientation, and YMCACW Christian principles training, the latter focusing on what it means to put Love, Respect, Honesty, Responsibility and Service into practice. Compli (Association wide workplace policy compliance tracking and reporting) training is also required, and involves numerous on-line courses which our



staff must pass within strict timelines. The courses are both job-specific and general, including diversity and sexual harassment awareness training.

From initial on-boarding, staff can move to developmental programs that are specific to their job responsibilities. Supervisory recommendations play a key role. In addition, staff access on-line courses to work toward certifications with an eye on personal and professional growth. Our regional trainings bring all of our branch personnel together where we can share insights and grow together. At supervisory levels, staff receive leadership training.

Employee recognition, work-life balance, and giving our staff ample opportunities for their voices to be heard are other components of our retention strategy. We continuously ask for employee feedback via Open Line, an online feedback tool, and in weekly meetings. On a yearly basis, we conduct a Staff Satisfaction Survey.

On the teamwork side, we feel it is essential to involve our staff in setting team goals, which encourages "buy-in" and bolsters morale. Teamwork and coaching also aid in understanding diversity, which is important to us as an inclusive employer. Our Christian principles lead us to love all, serve all and employ all, promoting a warm and welcoming staff environment.

Our staffing plan insures adequate coverage at all times, as we cross-train our staff and keep others available on-call, including weekends. Senior branch leadership is ultimately responsible to insure coverage.

Nationwide, aquatics is the most challenging YMCA staffing area, and in Sherwood, it is no different. Recently, we hired several new life guards and swim instructors and hired an Associate Aquatics Director from a competitor in a neighboring community. We stay constantly active in our efforts to find and retain quality aquatics personnel.

Please see EXHIBIT 15 for our Sherwood Y staffing coverage plan, and EXHIBIT 7 for our Sherwood Y Organization Chart with job descriptions.

Currently, our Executive Director position is unfilled. The work of this position is covered by three Senior Program Directors who are responsible for making day-to-day branch decisions in each of their areas of responsibility. Once hired, our new Executive Director will report to our Chief Operating Officer, who primarily works out of the Association office in nearby SW Portland. The Executive Director will have substantial autonomy in implementing Sherwood-focused programs and operational strategies.

Please see EXHIBIT 16 for the Sherwood Regional Family YMCA Branch Supplement. The YMCA of Columbia-Willamette employee handbook is available upon request.

#### Program or Curriculum

Programming is at the heart of what we do at the Y, and our Sherwood Y staff are the heart of our programming. With this combination, we're uniquely positioned to offer an extensive breadth of services to positively affect our members' lives. We are guided to do this by our YMCA mission and cause: strengthening the community and serving the whole person, "sprit, mind and body."

Throughout our long history, the YMCA has been a leader in developing innovative programming. As the inventor of basketball, volleyball, racquetball, and group swimming lessons, the YMCA has changed lives through our programs and people. With our mission in mind, hundreds of YMCA programs are developed at the local level, refined, evaluated and passed on to others through the YMCA network.

We tailor our programs to our unique communities, listening and responding to what they need. These needs are our first priority, with profitability taking a back seat. This concept is readily apparent when analyzing our list of Sherwood Y programs and services.

The City's Feasibility Study author notes, "...the YMCA conducts a significant number of programs at the center and has a wide diversity in the types of programs that are offered,"<sup>9</sup> and that the YMCA is "...known for providing dynamic and diversified programming," and that we "provide services for all ages and socioeconomic groups."<sup>10</sup>

We currently offer 115 distinct classes at the Sherwood YMCA. We offer 43 classes in Youth Development, 33 classes in Aquatics, and 39 different classes in Healthy Living. Please refer to EXHIBIT 17 for a condensed summary of our program listing. Our current hours of operation are Monday through Thursday from 5:00 a.m. to 10:00 p.m., Friday from 5:00 a.m. to 9:00 p.m., Saturday from 6:00 a.m. to 7:00 p.m. and Sunday from 8:00 a.m. to 6:00 p.m.

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<sup>9</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 63

<sup>10</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 77

Highlighting a few of our programs, we'll first turn the focus to Sherwood's swim team, the YMCA Dragons. Led by a widely respected and experienced coach, the team is highly competitive at local and regional events. The Dragons learn commitment, dedication, time management and leadership skills. They train in groups that fit each individual's abilities and goals. All of our swim team coaches are YUSA certified.

Our youth sports leagues are open to children beginning at age three (3). Basketball is available for youth to eight (8) years of age and soccer (two leagues per year) and tee-ball up to six (6) years of age. Our volunteers for these leagues must pass background checks and receive certifications. Something unique about our youth leagues – they are all indoors, which is a competitive advantage in the wet northwest. Our youth summer camps (ages 5-11) focus on specific themes or sports for an entire week.

Our Active Older Adult offerings include both Silver&Fit® and SilverSneakers® programs, which serve over 800 of the community's seniors. We are motivated by their stories of increased mobility and independence as noted in our selection of testimonials (see EXHIBIT 18). We continuously strive to find more and better ways to serve them.

Our free Child Watch and Fun Club programs also differentiate us from competitors. Kids can play and learn under caring and watchful supervision as parents work out or socialize in the building. We've budgeted costs of \$212k for these *free* member services in 2017 because the community has told us it's a high priority.

Our Y SNAPS program offers fitness, social and community-building for our special needs population. And, our Y Diabetes Prevention Program, done in a group setting with certified instructors, is a nationally-recognized initiative for those facing type 2 diabetes.

In addition to the 115 distinct classes, the Sherwood Y and its volunteers organize and lead numerous community events throughout the year. Healthy Kids Day, Family Triathlon, Harvest Fest, Veteran's Day Celebration, Breakfast with Santa, Outdoor Experience Camps, and Mother's Day Tea are several of these examples.

We offer additional services through our chaplaincy program and other partners. Our volunteer chaplains make themselves available at the branch, after hours for emergency needs, and facilitate classes with partners on parenting, grief share, spiritual growth, etc. We have also recently added referrals for free family counseling through a respected non-profit service.

Our chaplains follow our *Diversity and Inclusion* policy and strive to "meet people where they are." Over the years, YMCA chaplains have helped restore family relationships, friendships, and sobriety and have even helped to prevent suicides. The thank you notes we have received from people who have been helped by our chaplaincy are a continual source of encouragement to us.

Regarding our programs and services, the Ballard/King Feasibility Study notes, "there are an extensive number of ways in which the Sherwood Regional Family YMCA shows community responsiveness"<sup>11</sup>

While our breadth and depth of programs is something we're proud of, the programs themselves are only as good as those implementing them. Our staff and volunteers and the values they follow are differentiators at the Sherwood Y, as they truly care about the people they serve. As they help members, they also facilitate connections and friendships and classes turn into supportive communities. Finally, please see EXHIBIT 18 for a representative sample from a few of our members very personal and life-changing "Y stories" and several community support letters.

As part of the national YUSA network, we are able to leverage considerable expertise in developing and administering high quality programs for our Sherwood Y members. The program development expertise is spread throughout local YMCAs around the country, and is made available through YUSA's program development group. Also, YMCA branches around the nation commonly share their own best practices with each other.

A good example of the latter is our affiliation with the Beaverton Hoop YMCA. While looking to develop STEM and software coding programs for introduction at our Sherwood Y this year, our Beaverton Hoop YMCA colleagues showed us how they are already successfully implementing these programs, helping us decrease the roll-out time and improve the quality of our instruction via their best practices.

With the aforementioned collaborative benefits in mind, we respectfully recommend formation of a "Community Services Planning Group" led by the City's Community Services Department. We propose the group be a partnership consisting of representatives of the majority of the City's providers of community services (Parks and Rec, Sherwood Y, Senior Citizens, School District, Library, Arts Center, etc.). As Sherwood grows, we

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<sup>11</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 72  
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believe that such a group will be helpful in coordinating planning and future services.

We evaluate our programs on both a formal and informal basis. On the formal side, in addition to analyzing attendance metrics, class participants are invited to fill out evaluation forms (see samples in EXHIBIT 19) and are encouraged to leave "Open Line" (on-line comment solicitations to members) and suggestion box comments to staff leadership. Informally, verbal, face-to-face feedback is also encouraged, especially in venues such as youth sports.

Our Sherwood Y leadership team meets one to two times per week to review member's program and instructor comments and suggestions. Staff must respond to member Open Line comments and questions within 48 hours. We are always open to ideas for ways to serve our members better, and look to our members for their input.

Our swim lesson program is an example of an area where we received feedback and responded. This area has experienced variability in instruction, as different teaching methods were being used depending upon the instructor's certification background (Red Cross, YUSA, etc.). We took steps to standardize all instructors under YUSA certification guidelines, which are recognized as high standards in the industry. Now, when kids move up from one level to the next or have a new instructor, parents can be assured there will be consistency in the program and in their child's progress.

#### Financial Plan

Following (page 24) is the overall five year financial forecast and estimate for the Sherwood Recreation and Aquatic Facility operation. Assumptions in the Pro Forma are based upon our recent financial performance, along with 18 years of operating the facility.

As part of our planning process, the Board of Managers is involved in the planning and preparation of the Branch budget and operational goals and objectives. The Board of Trustee's Finance Committee also reviews budgets and performance, both at the branch level and for the Association as a whole.

The Notes to the Financial Forecast provide detailed and integral footnotes into our financial proposal.



**YMCAW Sherwood Recreation and Aquatic Center RFP 5-year Financial Forecast**

	<b>Old Contract Period</b>		<b>New Contract Period - 5yr Financial Forecast</b>					<b>Total 5 Fiscal Years</b>	
	<b>Fiscal 2017</b>	<b>Fiscal 2018</b>	<b>Fiscal 2019</b>	<b>Fiscal 2020</b>	<b>Fiscal 2021</b>	<b>Fiscal 2022</b>	<b>Fiscal 2023</b>		
Contributions and Fundraising	\$ 72,000	\$ 85,000	\$110,000	\$115,000	\$120,000	\$125,000	\$125,000	\$595,000	<b>note 1</b>
Membership Revenue	\$ 2,048,820	\$ 2,120,529	2,152,337	2,216,907	2,294,499	2,340,389	2,352,091	\$11,356,222	<b>note 2</b>
Program Service Fees	\$ 479,783	\$ 551,750	579,338	593,821	611,636	617,797	621,047	\$3,023,640	<b>note 3</b>
<b>Total Income</b>	<b>\$ 2,600,603</b>	<b>\$ 2,757,279</b>	<b>\$ 2,841,675</b>	<b>\$ 2,925,728</b>	<b>\$ 3,026,135</b>	<b>\$ 3,083,186</b>	<b>\$ 3,098,138</b>	<b>\$14,974,862</b>	
Wages and Employee Benefits	\$ 1,402,375	\$ 1,534,887	\$1,652,497	\$1,712,195	\$1,794,421	\$1,824,371	\$1,843,817	\$8,827,301	<b>note 4</b>
Supplies and Direct Operating Costs	\$ 255,368	\$ 256,763	\$261,016	\$267,773	\$270,881	\$274,045	\$277,270	\$1,350,985	<b>note 5</b>
Professional Services	\$ 172,068	\$ 175,274	\$181,068	\$190,121	\$190,121	\$190,121	\$194,874	\$946,305	<b>note 6</b>
Management Support Services	\$ 328,718	\$ 347,396	\$300,484	\$309,180	\$319,675	\$325,400	\$327,045	\$1,581,785	<b>note 7</b>
Facility Improvement Reserve	\$ 28,500	\$ 50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	<b>note 8</b>
Equipment maintenance	\$ 55,557	\$ 57,224	\$58,940	\$60,709	\$72,350	\$64,406	\$41,338	\$297,743	<b>note 9</b>
Marketing and Development Costs	\$ 36,019	\$ 38,859	\$39,125	\$39,399	\$39,681	\$39,971	\$40,271	\$198,447	<b>note 10</b>
Occupancy Costs	\$ 250,560	\$ 253,884	\$263,381	\$279,513	\$283,530	\$284,976	\$291,586	\$1,402,986	<b>note 11</b>
<b>Total Operating Expenses</b>	<b>\$ 2,529,165</b>	<b>\$ 2,714,287</b>	<b>\$ 2,806,511</b>	<b>\$ 2,908,890</b>	<b>\$ 3,020,659</b>	<b>\$ 3,053,290</b>	<b>\$ 3,066,201</b>	<b>\$14,855,552</b>	
<b>Operating Net</b> , to be applied toward additional Facility Improvements	<b>\$ 71,438</b>	<b>\$ 42,992</b>	<b>\$ 35,164</b>	<b>\$ 16,838</b>	<b>\$ 5,476</b>	<b>\$ 29,895</b>	<b>\$ 31,937</b>	<b>\$ 119,310</b>	<b>note 12</b>

Sherwood Recreation and Aquatic Center  
RFP 5-year Financial Forecast  
Notes to the Financial Forecast

The Financial Forecast, along with the related notes, is an estimate and subject to change in order to adapt to economic, demographic and circumstantial fluctuations affecting the operation of the Facility. No warranty or guaranty is made pertaining to financial results.

Note 1: Fundraising activities are at the very core of the YMCA. Fundraising revenues reflect proceeds from the Branch's annual fundraising campaign and special fundraising events.

Note 2: Membership revenues are "net" of financial assistance and scholarships and include new member joining fees. Also included in Membership Revenue, but not in Membership Units, are special memberships, such as those associated with Active Older Adults (i.e., SilverSneakers®, Silver&Fit®, etc.). The Facility's membership fee structure is not scheduled to materially change during the first year of the Agreement, as outlined in the RFP. Membership is forecasted to grow to approximately 3150 units and remain close to that until the facility is expanded. Recommended expansion is further detailed following the compensation section under "Other", pages 31-32 and in EXHIBIT 20.

Note 3: Programs include, but are not limited to, Aquatics (Swim teams and lessons), Fitness and Training (personal training, strength training, etc.), Youth Programs (Pee Wee Sports, Kids' Club, etc.), Active Older Adult Programs, Wellness Programs (YDPP), Community Development Programs (Home School support, etc.), concessions and events (birthday parties, dances, concerts, etc.). Community programs, such as our Teen Center and Child Watch are substantially or fully subsidized by YMCA operations.

Note 4: Staffing costs include all salaries, wages, employee benefits and employer-related taxes associated with direct branch staff model (see EXHIBIT 7). As of April 2017, the Sherwood YMCA employed 116 individuals. YMCA provides a full scope of benefits for its full-time employees and selected benefits for its part-time employees (see EXHIBIT 21). The financial forecast provides for changes in the minimum wage as outlined by the State of Oregon, along with addressing the wage compression in other positions caused by increases in minimum wage requirements.

Note 5: Supplies and direct operating costs include supplies directly related to the operation of the facility (office supplies, custodian supplies, chemicals,

postage, etc.), uniforms, cell phone and connectivity costs, mileage reimbursement, credit card fees, membership dues, meeting and training costs, certification costs, insurance, etc. In most cases these costs are a direct variable to membership and program activities.

Note 6: Professional and other service costs include recurring contracts, such as cleaning, elevator service, etc. These costs are primarily fixed; meaning they are not variable to membership or program activity fluctuations.

Note 7: Management Support Services encompass support that the Sherwood YMCA receives from the YMCACW Association Service Office (see EXHIBIT 22). Our current agreement allows the YMCA to allocate up to 15% for Management Services. In 2017 and 2018 that percentage is anticipated to be approximately 13%. And during the term of our next 5-year agreement that number is based on 11% of Adjusted Gross Revenue (total revenue less contributions).

Note 8: The Financial Forecast includes funding a Facility reserve, totaling \$250k over the 5 years. This Facility Reserve is designed to purchase equipment, upgrade facility improvements or other facility-related maintenance to grow and retain membership and activities that strengthen and unite the community.

Note 9: Rental and lease payments for exercise and facility equipment, purchases of small equipment (typically under \$1,000), along with maintenance of the related equipment.

Note 10: Marketing and Development costs include those that are specific to the Sherwood facility and promotion of its activities and events, such as annual membership drives, media blasts, advertising, program guides, etc.

Note 11: Facility costs include utilities (water, gas, garbage, sewer, electricity, etc.), grounds upkeep, insurance, licenses and permit costs and repair costs currently within the purview of the existing agreement.

Note 12: For purposes of this proposal, Net Operating Proceeds are calculated as the net of all revenues and expenses, including purchases of equipment, facility upgrade improvements or other facility-related maintenance, whether or not capitalized for GAAP purposes. The YMCACW is prepared to allocate all accumulated positive net proceeds BACK to the Sherwood facility, to be used for further improvements of the facility and/or its operation.

The YMCACW's stewardship model recognizes the importance of managing its revenues and expenses in ways that maximize the member and participant experience, while serving the needs and growth paths for our employees and the surrounding community. We believe our financial stewardship is one of our defining differentiations.

### YMCA's Strategy for Financial Stewardship

Our strategy for ensuring our expenditures stay in line with our revenues includes, but is not limited to:

- An effective budgeting process that considers both current and future economic models, along with scenario planning to land on the best budget for the Sherwood Y
- Monthly financial report and comprehensive review of revenues and expenditures in detail, especially those balances that vary from our budget
- Board of Managers' overview of monthly financial statements
- Quarterly reports to the City of Sherwood
- Bi-monthly reports to the Association's Board of Trustees
- Mid-year forecast outlook to identify trends that may need corrective action or contingency planning activities. During this review, we analyze what may be causing variances and changes we can make to our activities to accentuate growth or mitigate expenses for the remainder of the year
- Financial reviews including non-financial factors that drive both current and future financial performance, such as membership growth, attendance concentrations, survey feedback, etc.

### Scholarships and Financial Assistance

Our Association provides a wide range of scholarships and financial assistance to assure quality services to the entire community, not just those who can afford to pay. We want everyone to feel welcome to the Y family. In 2016 and 2015 respectively, the Sherwood Y contributed \$326k and \$298k to those in need of financial assistance. We do not set aside specific funds each year for scholarships. Instead, our current policy is to provide reduced rates for all those who apply and qualify according to income level guidelines. We are more than willing to discuss scholarship metrics as part of our Agreement.

### Advertising and Sponsorship Sales

Please see narrative under Marketing Plan for advertising and sponsorship

strategies.

#### User Fee Schedule

Please refer to EXHIBIT 23 for our User Fee Schedule.

#### Maintenance Plan

The YMCACW proposes to accept financial and operating responsibility for the following mechanical and maintenance items in the City's Recreational and Aquatics facility.

- Repair, replacement, and maintenance of the HVAC system
- Repair, replacement, and maintenance of lighting fixtures
- Repair, replacement, and maintenance of all window and door equipment
- Repair, replacement, and maintenance of pump and boiler systems related to pool operation
- Repair, replacement, and maintenance of fitness and related equipment

We propose the City bear the cost for corrective remodeling required for ADA compliance, repair and maintenance of the building's roof and shell, all load-bearing walls and all internal electrical and plumbing systems: specifically relating to the latter two systems, we reference the City's "openness to negotiate terms of the agreement" as reflected in its April 28 response to question #13.

The Sherwood Y contracts with TCMS to oversee the facility's mechanical systems. TCMS accepts responsibility for replacement of HVAC equipment, exhaust fans, etc., including the thermostats related to the equipment. YMCACW's maintenance agreement with TCMS contains proprietary and confidential information relating to its vendors, terms and conditions. Providing TCMS approves, this detail may be made available to the City upon request.

Since inception, the Sherwood Y has completely funded infrastructure upgrades, scheduled upkeep, and unscheduled maintenance through its operating budget. In the unlikely event unscheduled and urgent infrastructure requirements exceed the Sherwood Y's budgeted amounts, YMCACW resources are available to make up possible shortfalls. In fact, since we are not asking the City to bear any risk in the case of operational deficits, the YMCACW may fund required equipment maintenance and upgrades even in the unlikely event of the Sherwood Y's negative cash flow. See EXHIBIT 24 to review our most recent Maintenance Plan, a collaboration between the Sherwood Y and the City of Sherwood.

The Sherwood Y Board of Managers leads a Facilities Committee, and the City is currently represented by two (2) of its employees. We welcome their presence at all committee meetings. Furthermore, City representatives have complete access to the facility at all times, and we welcome feedback on maintenance and cleanliness. On the staffing side, the Sherwood Y employs a part-time Maintenance Manager with 10+ years in his field, and a full-time Custodial Manager. In addition, we contract for custodial service seven days per week. In Q2 of 2017 we updated, formalized, and improved our branch Custodial Plan. All staff are required to be part of the cleanliness solution, no matter what their regular job duties may be.

In a 2016 Market Study conducted by FourSquare Research, based on interviews with current members, the Sherwood YMCA received a Net Promoter Score of 87. *Any score 80 or above is considered excellent.* However, a result of the Market Study and new leadership staff dedicated to Facilities, the Sherwood Y increased its expectations on building cleanliness. See EXHIBIT 25 for the custodial cleaning schedule.

Our proposal includes maintenance funding, commensurate with both our costs in the past and the needs of the facility. Using our experience, our 2017 Budget included maintenance costs as follows:

- Preventative maintenance (such as TCMS) \$79k
- Custodial services (7 days/week) \$41k
- Equipment maintenance \$23k
- Grounds services \$ 8k

As indicated in Note 8 to the Financial Forecast (page 26), we are also proposing equipment and maintenance reserves to be funded from facility operations, totaling \$250k over the course of five years (\$50k each year). Of particular note, amounts allocated for maintenance and improvements are estimates and may fluctuate year over year. Maintenance costs in 2016 and 2015 were approximately \$144k and \$114k respectively.

In the City's Feasibility Study, its author noted that, "it is unusual to have the operator (YMCA) responsible for all capital replacement of building mechanical and operating systems. This is usually either shared or more often is the responsibility of the building's owner."<sup>12</sup>

In the past eighteen years, the *City of Sherwood has never subsidized Sherwood YMCA operations*, including pre-opening and initial losses. During this time, we have invested well over \$1 million in facility improvements

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<sup>12</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 74  
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such as updated showers in locker rooms and family changing rooms; installed hardwood floors in the sports court, teen center, large studio space and new flooring on the stairs in the upper level, and a variety of other improvements. At the building's opening, we raised the initial \$125k for the pool slide.

In addition, the YMCACW has voluntarily reinvested upwards to \$400k into the facility's operation by not taking the full management service allocation allowable by the current contract.

Furthermore, we partnered with the City years ago in adding 10,000 sq. ft. to the facility, enclosing the sport court and adding the teen center. The YMCACW raised \$250k in contributions and paid off \$1.46 million of the City's bond (74% of the total). This was noted by the author of the City's 2016 Feasibility Study as, "remarkable," and that it is, "almost always the responsibility of the building's owner."<sup>13</sup> In the future, we remain open to further opportunities to voluntarily improve the facility above and beyond what we are contractually required to do.

Finally, we're eager to go forward with the City by renewing the "partnership" aspect of our relationship and working more closely together on maintenance decisions and planning. We are also looking forward to collaborating with City representatives in all of our facility planning meetings.

### Compensation

The YMCACW asked for clarification and the City provided all Proposers with its response (Answer 10, April 28, 2017): "If the proposer is seeking or proposing a Management fee to manage the Facility, what is that fee and how will it be determined."

The YMCACW is not asking the City of Sherwood to pay us a Management Fee and the YMCACW is not asking the City of Sherwood to subsidize the annual operating budget of the Sherwood Aquatics and Recreation Facility. Should the operation incur a deficit, the YMCACW is prepared to take complete responsibility for any and all deficits arising out of normal operations.

To clarify, the Association's Shared Service allocation to Sherwood Recreational and Aquatics Center, which is funded entirely out of facility operations and not by the City of Sherwood, includes the services of

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<sup>13</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 74  
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YMCACW management. Please refer to EXHIBIT 22 for a description of those services.

## Other

We understand that our facilities, equipment and property decisions are powerful opportunities to align with our strategic partners and to advance our mutual cause of strengthening community.

For a successful and sustainable community-driven facility, it is important that the facility has the appropriate space to provide the programs and activities of the people it serves. In 2016, the YMCACW paid a nationally respected firm, FourSquare Research, to provide updated guidance on a possible expansion. They recommended the building be expanded to accommodate more cardiovascular, strength-training, group exercise space, child watch, and much more (see EXHIBIT 26, Executive Summary).

Regarding this, both the independent FourSquare Research Market Study and the City's own Feasibility Study came to the same conclusion: the building should be upgraded and expanded in order for it to be a viable venue for many years in the future and to serve Sherwood's growing population.

The reasons for expansion arise from economic realities and community needs. At its current size, the facility is already close to capacity at peak times in the morning and evening. Once it is full, if fees are not raised, the cost side of the equation eventually overtakes the revenue side and it becomes viable only if the City (taxpayers) or an outside operator subsidizes operations. Given the State's mandated increases in minimum wages and the resulting upward wage compression on supervisor salaries, this scenario may be within a few to several years away from happening. Yet, even before that, the demand for the facility may outstrip supply – even prior to the pending annexation and homebuilding projects that are added to the west side of Sherwood.

The City's Feasibility Study addresses these concerns, citing, "in order to maintain a strong market presence and revenues, then additional capital improvements are going to be needed."<sup>14</sup> The Ballard Study goes on to say, "...there is going to need to be more capital improvements to the center and most likely another renovation and/or expansion. This could be several million dollars depending on the magnitude and phasing of the improvements."<sup>15</sup>

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<sup>14</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 64-65

<sup>15</sup> Ballard King & Associates LTD, City of Sherwood Recreation and Aquatic Center Feasibility Study, page 74

The YMCACW agrees with the Study's findings, and in fact started working on a plan back in 2008 to keep up with growth in the community. Our architect's drawings can be found in EXHIBIT 20. The action plan approved by the Sherwood Y Board of Managers in 2011 included a \$9.5 million 21,000 sq. ft. addition, which was primarily comprised of 14,700 sq. ft. in new program and exercise space and the remainder for a cold water pool suitable for competition. Parking expansion is included.

We currently perceive a strong community sentiment toward expanding the facility and adding a new pool. We are aware of at least one community group focused on making this happen. We are hopeful to partner with both the City and its elected officials in these future conversations.

From the YMCACW's perspective, we are open to all options to expand the facility. To us, the most feasible way of achieving the necessary expansion is a rollover of the City's current bond via a May 2018 initiative.

In this option, it is possible citizens could actually see a *decrease* in their current real estate taxes while helping to fund an expansion. The City has several other possible sources to help supplement funding. Sherwood Y operating surpluses, fundraising, and grants can all play roles. The YMCACW is also open to contributing its funds as we did in the previous expansion. The Sherwood School district may be a potential partner considering the proposed new location of the high school across the street from the Sherwood Y and their need for a competitive pool.

As the City's and the community's partner, we are open-minded to exploring other expansion alternatives. However, if the City and its residents decide not to expand, we will nevertheless remain open to operating the Aquatics and Recreation Center beyond our initial, five-year commitment.

Finally, we want to emphasize our strong desire to continue partnering with the City of Sherwood and its citizens. As the Recreation and Aquatics operator over the past eighteen years, we would like to summarize three main areas where we believe we have proven our continued strengths.

### Economic

Since opening in 1998, we have accepted all financial risk for facility operations. As our proposal demonstrates, we remain committed to doing so in the future. As staff wages and benefits are budgeted to rise over 70% from 2016-2023 due to mandatory minimum wage increases and resulting supervisor wage compression, the YMCACW will continue to protect the City

from having to fund possible deficits. Our proposal is designed to shield the City from deficits during recessions as well.

We have a long history of investing in the City's facility on a voluntary basis. We have repeatedly chosen to improve and/or expand the Sherwood Y with funds which could have been used elsewhere in the Association.

We are a financially sound organization with positive operating trends. This positions the YMCACW to consistently maintain and improve the facility as needed, even above our currently projected outlays.

#### Programs and Community Services

- Our 115 distinct programs are designed to serve a broad spectrum of the Sherwood community. Together with our many adjunct services, we address the whole person, spirit, mind and body.
- We give significantly to those who need us most.
- Our unique events build community and connectedness.
- Our staff and members are active volunteers in the community.
- We enhance Sherwood's livability by being a "hub" for its citizens and friends.
- The City's Recreation and Aquatic Center Feasibility Study validates many of our strengths, including the breadth and depth of our offerings.
- Our widely-used Child Watch and Fun Club offerings are free, a rarity in health and wellness centers.

#### People and Culture

- We have a unique and strong culture, focused on caring and serving.
- We enhance the community's reputation through the positive, inclusive values we represent.
- Our members give us high ratings. In numerous notes and comments, our members frequently describe the important impact our Sherwood Y staff make on their lives. The independent FourSquare Research poll and dozens of Town Hall comments confirm this as well.
- Our guiding values of "Love, Respect, Honesty, Responsibility and Service" align well with the community.

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**EXHIBITS**

1. Overview of the Y in the United States
2. Tenant Letters of Reference
3. Nondiscrimination, Diversity and Inclusion Policy
4. Senior Staff and YMCA Volunteer Organizational Charts
5. YMCA of Columbia-Willamette 2016 Annual Report
6. Resumes of Key Personnel
7. Sherwood YMCA Organizational Chart- 2017
8. Branch Management and Advisory Council Regulations
9. First Quarter 2017 and Fourth Quarter 2016 Reports
10. 2016 Audited Financials
11. Three Year Financial Performance: Association, Sherwood YMCA and Clark County YMCA
12. Marketing and Communications Plan
13. 2017 Events Calendar
14. Vision, Mission, Impact, Cause and Areas of Focus
15. Daily Staff Schedule
16. Employee Handbook – Branch Supplement
17. Sherwood Regional Family YMCA Programs
18. Community Support Letters and "Y" Stories
19. Program Evaluation Forms
20. Expansion Floor and Site Plans
21. 2017 Health and Welfare Benefit Summary
22. Services Provided by Association Services Office
23. Membership (User) Fee Structure
24. Facility Maintenance Program
25. Custodial Cleaning Schedule
26. Executive Summary, FourSquare Research



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# FOR EVERY PERSON & THE COMMON GOOD

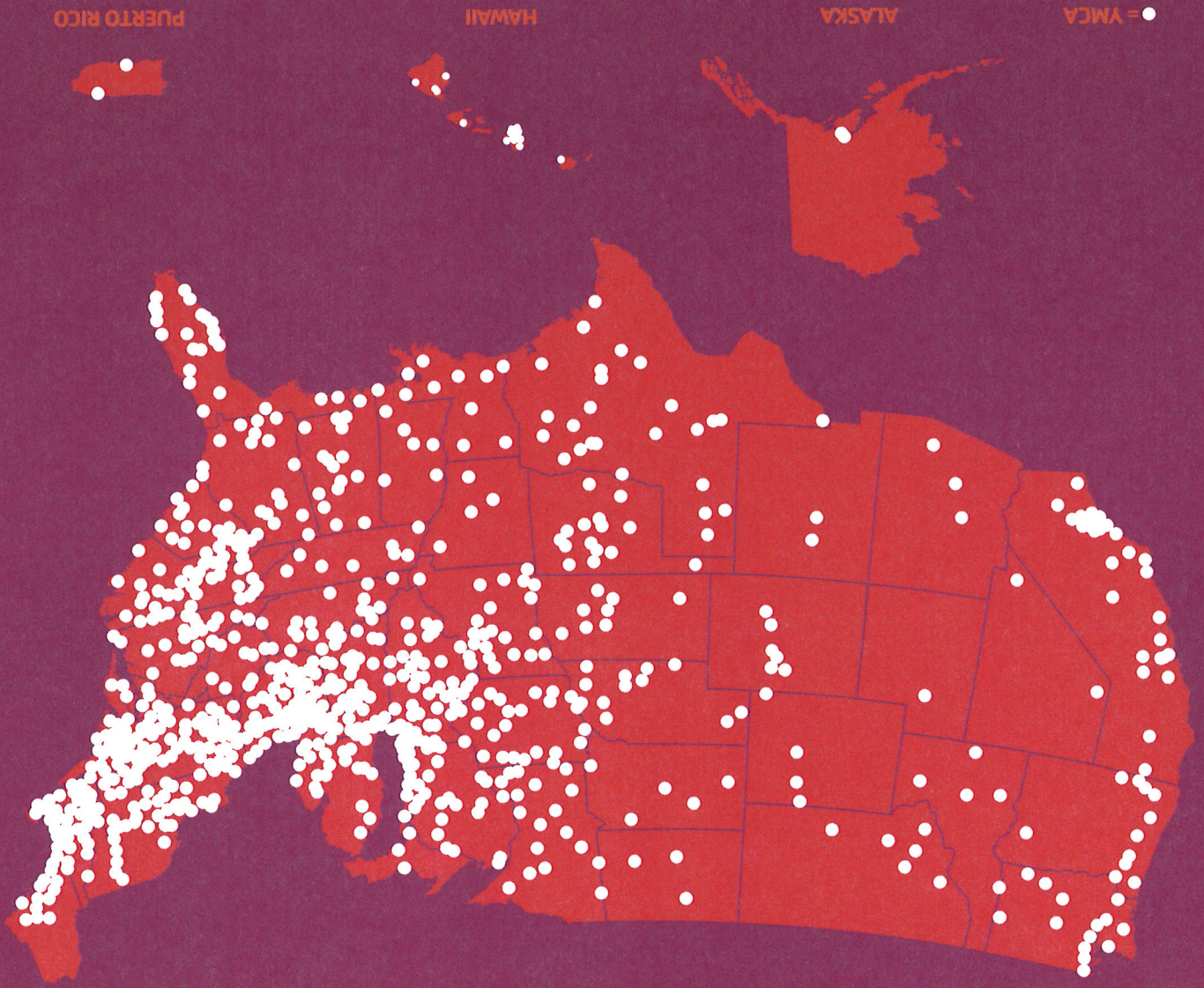
Overview of the Y in the United States  
YMCA OF THE USA





# STRENGTHENING COMMUNITY IS OUR

The nation's 2,700 YMCAs serve 22 million people in  
10,000 communities and are spread across all 50 states,  
plus the District of Columbia and Puerto Rico.





# CAUSE

The Y is the nation's leading nonprofit **committed to strengthening community through youth development, healthy living and social responsibility.** We believe strong communities are possible only when we invest in our kids, our health and our neighbors.

Across the country, people are concerned about the quality of life in their communities. Issues such as unemployment, chronic disease, educational disparities, poverty, negative youth behaviors and stress on families affect the strength of communities. To bring about meaningful change, individuals need ongoing support, encouragement and connections to others—all of which the Y provides in abundance.

The Y has the **long-standing track record and on-the-ground presence necessary to address the nation's most pressing social issues** related to youth, health and community life. With a mission to put Christian principles into practice through programs that build healthy spirit, mind and body for all, we work side-by-side with our neighbors to make sure everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive.





## OUR AREAS OF FOCUS

# YOUTH DEVELOPMENT

## Nurturing the potential of every child and teen

The Y believes all kids have great potential and deserve the opportunity to discover who they are and what they can achieve. Through the Y, **more than 9 million youth** today are cultivating the values, skills and relationships that lead to positive behaviors, better health and educational achievement.

At the Y, we recognize that effective youth development requires a holistic approach focused on achieving certain social-emotional, cognitive and physical milestones. Youth need positive role models, and they need to feel physically and emotionally safe to thrive. To ensure youth realize their potential to become active, engaged and thriving members of society, the Y **nurtures their development from birth to career** through programming, experiences and supports.

### PROGRAM HIGHLIGHTS

- **Camp**—Exciting, safe communities for young people to explore the outdoors, build confidence, develop skills and make lasting friendships and memories, so they can grow as individuals and leaders.
- **Child Care**—Safe, nurturing environments for children to learn, grow and develop social skills, so parents can go to work knowing their kids are still with people who care about their development and well-being.
- **Education & Leadership**—Knowledge, character development, guidance and encouragement to help children learn and realize their potential.
- **Swim, Sports & Play**—Positive, fun activities that build physical and social skills, so children develop a lifetime appreciation for active living.

### SIGNATURE PROGRAM

Statistics show that a large number of children from low-income environments reach kindergarten unprepared and continue to fall behind in school, unless they receive intentional support. This is known as the Achievement Gap. The Y's **Achievement Gap Signature Programs** are designed to improve academic outcomes for these children at key educational stages: early learning, summer learning and afterschool. YMCAs offer the programs at 215 sites nationwide.

### STORY OF IMPACT

## NOURISHING THE DEVELOPMENT OF CHILDREN

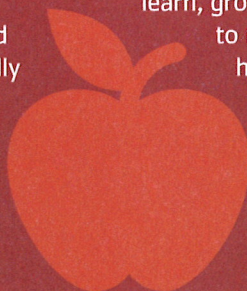
Charlie, age 8, struggled with behavioral issues. Throughout the day, his parents would give him sugary snacks, leaving him to crave the proper nutrition needed to support his unique youth development journey.

After becoming involved with the food program at the Sterling-Rock Falls YMCA in Illinois, Charlie received the holistic support he was lacking, and the results quickly followed. His physical appearance changed and so did his behavior, helping Charlie successfully meet critical developmental milestones.

Charlie is not alone in his struggle. In fact, 16 million children in the United States live in households that struggle to put healthy, nutritious meals on the table. According to

the U.S. Department of Agriculture (USDA), more than 30 million children receive free or reduced-cost meals through the National School Lunch Program, but only 2.3 million of these kids continue to receive meals through the USDA's Summer Food Service Program.

The Y believes all children deserve the opportunity to learn, grow and thrive—and nothing is more fundamental to this opportunity than consistent access to healthy meals. That is why we have collaborated with Walmart Foundation and hundreds of other partners to serve millions of meals to thousands of children each year through the USDA's Child Adult Care Food Program for afterschool meals and Summer Food Service Program for summer meals. Charlie and





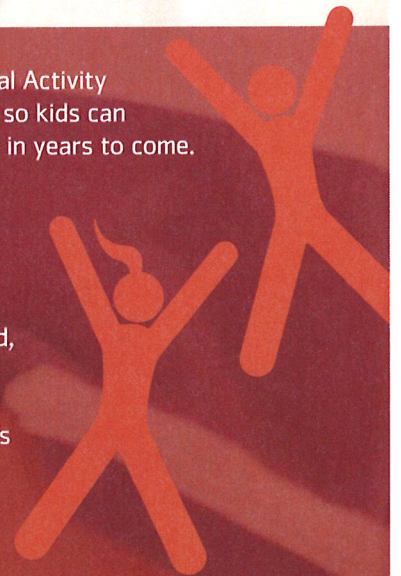


other youth from ages 5 to 18 participate in the Y's Year-Round Food Program at thousands of sites across the country to get their "fill of food and fun." They receive nutritious meals and snacks, and enjoy recreational and learning activities to keep their bodies and minds active.

YMCA of the USA (Y-USA), the national resource office for YMCAs, awards \$5 million in grants per year, funded by partners, to help Ys build the proper infrastructure and supports needed to implement a successful USDA meal program. Y-USA staff offer technical assistance and guidance on how to effectively offer meal programs that reach more kids, offer more nutritious options, align

with Healthy Eating and Physical Activity standards and are sustainable, so kids can continue to access these meals in years to come.

Charlie is now happier and healthier. Because of his participation in the Y's Year-Round Food Program, his behavioral issues have subsided, allowing him to concentrate on important things—like volunteering to lead his school's martial arts activity.





## OUR AREAS OF FOCUS

# HEALTHY LIVING

## Improving the nation's health and well-being

The Y is a leading community-based network committed to improving America's health. We harness our vast network to **help the nation battle chronic disease and improve individual and community health** through programs that promote wellness, reduce risk of disease and help people reclaim their health. The result is a country that increasingly values health such that individuals and families make healthy choices and live in communities that support those choices.

At the Y, we are helping lead the transformation of health care from a system largely focused on treatment of illnesses to a collaborative community approach that emphasizes well-being, prevention and health maintenance. We are particularly focused on **three critical social issues affecting our communities**: high rates of chronic disease and obesity, needs associated with an aging population and health inequities among people of different backgrounds.

### PROGRAM HIGHLIGHTS

- **Chronic Disease & Injury Prevention**—Evidence-based programs that address key social needs including childhood obesity, diabetes prevention, falls prevention, cancer survivorship, arthritis management and blood pressure management.
- **Family Time**—Bringing families together to have fun and grow, so they can strengthen their own relationships and make connections with other families.
- **Health, Well-Being & Fitness**—Resources and guidance to maintain or improve health and wellness, so we all can live our best lives at every age.
- **Sports & Recreation**—Healthy lifestyle activities that bring together people with shared athletic and recreational interests, because lifelong rewards come from teamwork, friendly competition and exercise.

### SIGNATURE PROGRAM

Diabetes affects 30 million people in the U.S., but 86 million more Americans have prediabetes and are at risk for developing diabetes. The **YMCA's Diabetes Prevention Program** helps adults take steps to reduce their risk for developing the disease. The program is based on National Institutes of Health research that showed modest weight loss (5 percent to 7 percent) and increased physical activity (up to 150 minutes per week) can reduce the number of new cases of type 2 diabetes in adults by 58 percent, and by 71 percent in adults over the age of 60.

### STORY OF IMPACT

## TAKING ON THE DIABETES EPIDEMIC

Monique Wright-Williams watched her mother die from diabetes-related illnesses at age 69. She did not want her children to endure the same heartache. Having been diagnosed with prediabetes, she signed up for the YMCA's Diabetes Prevention Program at the YMCA of Greater Syracuse. The program helped her get active, lose weight and avoid becoming one of the nearly 2 million Americans diagnosed with diabetes every year.

Monique is one of more than 26,000 people served by the YMCA's Diabetes Prevention Program, an evidence-based program based on National Institutes of Health research. The program has been shown to reduce the number of new cases of type 2 diabetes by 58 percent—for roughly 75 percent less than the cost of similar programs delivered in a health care setting.

The scope of the diabetes epidemic is alarming. Nearly 30 million Americans have diabetes. Another 86 million Americans have prediabetes—and only 10 percent of them know they have it, making the epidemic particularly dangerous and expensive. Decreasing the number of cases of type 2 diabetes through programs like the Y's not only saves lives, but also reduces the \$116 billion in direct medical costs associated with diabetes every year.

The YMCA's Diabetes Prevention Program employs a lifestyle intervention approach that once was thought to be too expensive. However, the YMCA of Greater Indianapolis, in conjunction with Indiana University, refined the approach so that the program could be delivered by non-medical professionals at a much lower cost.





YMCA of the USA (Y-USA) has a long history of using funds to bring successful local programs to national scale. After the Indianapolis Y showed good results, the Centers for Disease Control and Prevention (CDC) worked with Y-USA to fund the program at the YMCA of Greater Louisville. Based on positive results in those two cities, the CDC and United Health Group provided funds to expand the program to 18 additional communities. Eight more foundations, corporations, organizations and government agencies then became supporters of the program, including the JPB Foundation, which invested \$10 million to scale the program nationally. Nearly 150 YMCAs in 40 states are operating the program in more than 1,000 locations. It continues to expand every month.

After Monique completed the program, she continued eating healthy and staying active. In fact, she extended her efforts by forming a weekly running group to support others. Like Monique, the Y wants to extend our work to improve the nation's health through programs like the YMCA's Diabetes Prevention Program and help more individuals make healthy choices in communities that support those choices.





## OUR AREAS OF FOCUS

# SOCIAL RESPONSIBILITY

## Giving back and providing support to our neighbors

The Y has been listening and responding to our communities' most critical social needs for **more than 160 years**. Whether helping people develop new skills through education and training programs, welcoming and connecting diverse demographic populations through global services or advocating for the common good, the Y fosters the care and respect all people need and deserve. We believe communities are strongest when all people have an opportunity to participate, connect and thrive.

At the Y, we understand that the desire to belong and help others is human nature, and everyone has something of value to contribute. Often, people just need to be motivated to act, and the Y has the credibility and expertise to be a catalyst. To foster social connectedness, strengthen support networks and encourage investment in communities, both locally and globally, the Y **activates resources and engages people from diverse populations** for individual and collective action.

### PROGRAM HIGHLIGHTS

- **Advocacy**—Collaborations with policymakers, community leaders and private and public organizations to advance the Y's cause of strengthening community through youth development, healthy living and social responsibility.
- **Global Services**—Support to welcome, celebrate, educate and connect diverse demographic populations in the U.S. and around the world, so that all people can reach their full potential and our changing communities are united and strong.
- **Social Services**—Training, resources and support to empower our neighbors to make positive change, bridge gaps and overcome obstacles, so that everyone has the chance to learn, grow and thrive.
- **Volunteerism & Giving**—Voluntary contributions of time and treasure that fund, support and lead the Y's critical work, so that we can reach more people and do more good.

### SIGNATURE PROGRAM

**Togetherhood™** invites YMCA members to extend the impact of the Y by identifying and leading service projects in their communities. The program addresses the social isolation, disconnectedness and lack of civic participation found in communities across the U.S. By working together in small groups, Y members forge new friendships and increase their own well-being while meeting local needs. More than 150 YMCAs are engaging thousands of members through the program, continually planning new projects and expanding to more neighborhoods.

### STORY OF IMPACT

## WELCOMING AND SUPPORTING NEWCOMERS

When Nguyet arrived in Boston from her native Vietnam with her teenage daughter, Minh, they did not know English and had very little money.

The first year was very difficult; Nguyet had trouble finding work and putting food on the table. She finally found a job, only to lose it three months later when the company downsized. The silver lining: That's how she discovered the YMCA of Greater Boston's International Learning Center.

As a laid-off worker, Nguyet received a voucher for English classes and a skills-training program. After completing the courses, Nguyet applied for a temporary

position as a file clerk at Tufts Medical Center. She got it. Not only that, it developed into a full-time job as a human resources coordinator.

Nguyet and Minh are among the more than 40 million foreign-born individuals living in the U.S. today, more than at any other point in our nation's history. Nearly one-quarter of U.S. children live in immigrant families. In order to adapt and thrive, immigrants need integration support and opportunities to become productive, self-reliant and connected to their communities—because the obstacles they face are considerable.







Consider that immigrants are far more likely than natives to drop out of high school (30 percent versus 8 percent) and to have less than a ninth grade education (18 percent versus 1 percent). Immigrants account for 20 percent of the nation's low-wage workers. More than half of all immigrant children live in low-income families.

The Y is working to reverse these trends by fostering supportive and welcoming communities for all. U.S. YMCAs offer integration pathways for immigrants through programs and services focused on key areas of need: language and education, health and well-being, citizenship and civic engagement, economic integration and employment, and community development. They partner with YMCAs worldwide and utilize technical and

financial assistance from YMCA of the USA to strengthen their ability to engage, advocate for and serve immigrant populations.

This kind of support has made all the difference for Nguyet and Minh. After completing a college-prep course at the Y, Nguyet enrolled in an evening program in biomedical technology at Boston University—allowing her to continue working full time during the day. Minh also is thriving, having earned a bachelor's degree in business from BU.

Nguyet says she and her daughter are grateful to the Y "for giving us an opportunity to build a new life in America."



**THE Y IS A DIVERSE  
ORGANIZATION  
OF MEN, WOMEN  
AND CHILDREN  
JOINED TOGETHER  
BY A SHARED  
COMMITMENT  
TO STRENGTHEN  
COMMUNITY.**





**YMCA OF THE USA**  
101 N Wacker Drive  
Chicago IL 60606  
800 872 9622

[ymca.net](http://ymca.net)



19600 Molalla Avenue | Oregon City, OR | 97045-7998  
503-594-6000 | [www.clackamas.edu](http://www.clackamas.edu)  
**Education That Works**

To: YMCA partners and agencies  
Re: Onsite Childcare Agreement  
From: Darlene Geiger, Associate Dean  
Date: May 15, 2017

To Whom It May Concern:

This letter is written in support of the YMCA leadership and overall contractual relationship that the College has experienced for almost twenty years as a partner for providing childcare services on campus. The YMCA has proven invaluable to our goal of providing childcare services to the parents of both students & staff at the College, and their team of Childcare professionals have been invaluable to strengthening that relationship through the years.

As tenant-landlord, the YMCA is excellent in both communication and subsequent follow-up, as negotiated. In fact, each time Kelly Skopil has approached the need to address facility issues or safety concerns, she has done so with a genuine desire for shared problem-resolution as well as assumptions of good intent among all stakeholders who share space in their building. In fact, I am often impressed with the advanced research and additional legwork she has done prior to our conversations with the other childcare providers in the building. She has proven to be someone upon whom others can rely for a fair-minded solution and the extra attention to gives to nurturing the relationships among the stakeholders is clearly visible in the collaborative environment she has created among tenants in the building. The YMCA is definitely strengthened with her leadership style, which is clearly aligned with their mission as an organization. The relational focus of their work goes beyond that of tenant-landlord and becomes an integral member of the community served.

Please accept this letter among those strongest recommendations received for leasing space dedicated to serving community members and their children. We are fortunate to have a five-star rated childcare facility on campus and deeply value the partnership that has developed over the years with the YMCA.

If you have additional need for information, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Darlene Geiger', written in a cursive style.

Darlene J. Geiger, Associate Dean  
Academic Foundations & Connections  
(503) 594-3392 <[darleneg@clackamas.edu](mailto:darleneg@clackamas.edu)>





Sherwood

United Methodist Church

22280 SW Washington Street — P. O. Box 127  
Sherwood, Oregon 97140  
(503)625-7115

5/12/17

To Whom It May Concern:

I am writing as the pastor of Sherwood United Methodist Church in support of the YMCA who has been our partner in ministry and a tenant in our church for over eleven years. During that time they have always been conscientious and flexible tenants working collaboratively with our congregation to offer important services to the community. We are proud to support their valuable work and look forward to years of continued partnership.

As Christians we are committed to caring for the most vulnerable members of our community. The YMCA exemplifies this mission and we think Sherwood as a whole is richer for their presence here. The families and children which we have gotten to know over the years span the entire spectrum of Sherwood residents. We are glad they have a place to receive these vital services and know that in many cases there is no affordable alternative.

Thank you for considering my perspective.

Peace,

Rev. Aric Clark  
Sherwood United Methodist Church  
22280 SW Washington St.  
Sherwood, OR 97140



**URBAN RENAISSANCE GROUP**

**URBAN RENAISSANCE PROPERTY COMPANY LLC**

Moda Tower • 601 SW Second Avenue, Suite 1610 • Portland OR 97204  
Office 503 242 2331 • Fax 503.274 9562

May 19, 2017

To Whom It May Concern:

YMCA has been a valued tenant in the Moda Tower since the building was constructed in 1999. Moda Tower is a Class "A" high rise office building located in the Central Business District in Downtown Portland, Oregon. As a tenant-landlord relationship, they have been an excellent tenant in relations to both onsite and corporate personnel. YMCA has proven to be consistent in their professionalism while caring for our community.

Please accept this letter as a recommendation for leasing space. We are fortunate to have a five-star rated childcare facility and look forward to their tenancy for years to come.

If you have any additional questions, please feel free to contact me at 503.242.2331.

Sincerely,

Michele Schiffer, CPM  
Property Manager

Georgia 01 LLC  
C/O P.O. Box 11264  
Portland, OR 97211

May 18, 2017

Re: Reference  
YMCA Columbia-Willamette

To Whom It May Concern:

The YMCA Columbia-Willamette has been a tenant at 9685 SW Harvest Court in Beaverton, OR, since 2008. All payments associated with the lease agreement have been paid on time and without dispute.

The YMCA has been amenable in terms of working together to resolve issues as they come up and they have taken good care of the property, completing maintenance as required by the lease agreement. I would recommend them as a tenant.

Please feel free to call if you have any questions or if you'd like additional information regarding their desirability as a tenant in one of your properties.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Mark Gram', with a long horizontal flourish extending to the right.

Mark Gram  
Agent for Georgia 01, LLC



## **Antonette Marie LLC**

**PO Box 1416**

**Clackamas, OR 97015**

**Phone: (503) 777-4863 Fax: (503) 777-9949**

May 12, 2017

YMCA  
Child Care Division  
9500 SW Barber Blvd.  
Suite 240  
Portland, OR 97219

To whom it may concern:

The YMCA has asked me to write a reference letter regarding my landlord - tenant relationship with them, and I am pleased to accommodate their request.

We have been fortunate to have had the YMCA Child Care Division in our building since 2003 for several reasons:

1. We respect, support and admire the YMCA mission of child care and teaching that goes on in our building every day.
2. The YMCA Child Care division has been a good steward of our building. They always take care of the things that are their responsibility and if we need to be involved, they let us know in a timely and considerate fashion. Additionally, each new management appointment at our location seems to consistently evolve and improve.
3. When it comes time to renew a lease they have been very professional throughout the process. They have consistently been tough but fair negotiators.

4. Finally, I would be remiss if I didn't mention two individuals whose leadership and tenure has shaped their culture in a very positive way at YMCA Child Care Division. Jama Lee, the Senior Executive Director, and her CEO, Bob Hall, have been with the organization for twenty-seven and twenty-nine years, respectively. In my opinion, their attitude and professionalism has created and preserved a culture that is rewarding for both those who work there and those who do business with them.

In summation, this organization has a history of being successful, cooperative and collaborative, and it has been rewarding for us to do business with them. I strongly recommend them as tenants.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jeff Dulcich". The signature is fluid and cursive, with a large initial "J" and "D".

Jeff Dulcich,  
Managing Member



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## **NONDISCRIMINATION, DIVERSITY AND INCLUSION POLICY**

### **Culture of Inclusion**

The YMCA of Columbia-Willamette staff, volunteers, members, participants and guests thrive in culturally diverse and vibrant communities. The YMCA of Columbia-Willamette embraces all individuals and families and is inclusive and welcoming to all people regardless of the following protected classes.

- Ability
- Age
- Background
- Ethnicity/race
- Faith
- Gender
- Gender identity
- Gender expression
- Sexual orientation
- Income
- HIV or Hepatitis C
- Breastfeeding
- Whistleblower
- The presence of sensory, mental, or physical actual Disability or perceived Disability
- Marital status/familial status
- Sex/Pregnancy

The YMCA believes that, in a diverse world, we are stronger when we are inclusive, when our doors are open to all, and when everyone has the opportunity to be part of the YMCA mission and our cause. Our staff and volunteers are members of these communities we serve and are integral to ensuring that the YMCA of Columbia-Willamette remains a vital resource to our members.

As our laws and communities continue to change, one thing is constant: the YMCA is, and always will be a place where individuals and families from all walks of life are welcome.

The YMCA of Columbia-Willamette is an equal opportunity employer and applicants will be selected for employment on the basis of their qualifications for a given position. The YMCA does not discriminate based on race, faith, creed, color, national origin, sex, age, honorably discharged veteran or

military status, sexual orientation, gender expression/identity, or the presence of any sensory, mental, or physical disability or the use of service animals by a person with a disability. The YMCA is a non-profit, committed to a policy of non-discrimination. We make every effort to ensure that all employment decisions, YMCA programs, and personnel actions are administered without regard to race, color, religion, national origin, sex, age, physical or mental handicap, veteran status, sexual orientation, gender identity or other classifications protected under Federal, State or Local law.

Affirmative Action objectives will be reflected in our daily operations and in our efforts to recruit, hire, train and promote members of protected groups. Senior Leadership and Supervisors will be required to understand the plan of action and make every good faith effort to achieve these goals.

### **MEMBERSHIP**

The YMCA of Columbia-Willamette welcomes a diverse membership body that reflects our community at large. The YMCA does not discriminate in membership, programs, and facility access based on ability, age, background, ethnicity/race, faith, gender, gender identity, gender expression, or sexual orientation and other protected classes under state and local laws.

### **OPERATIONAL PROCEDURES**

Implementation of this policy will be driven by corresponding supporting practices and procedures which will be reviewed by Senior Leadership staff ongoing as needed.

### **Nondiscrimination/ Harassment**

The YMCA of Columbia-Willamette has a policy that all employees, volunteers, members, participants and guests shall be able to enjoy an environment free from any and all forms of discrimination and harassment on the basis of race, color, gender, national origin, sex, age, religion, disability, sexual orientation, gender identity or other classifications protected under Federal, State or Local law. These factors will not be considered in any aspect of a person's employment, volunteerism or membership. Discriminatory and harassing behavior is a serious violation of community standards and may result in disciplinary action up to and including immediate termination of employment or membership. The YMCA's commitment to providing employees, volunteers, members, participants and guests with a harassment-free environment includes inappropriate conduct by vendors, contractors, and other non-employees.

Prohibited conduct includes but is not limited to unwelcome verbal, non-verbal, physical, or other conduct relating to a person's race, color, gender, national origin, age, religion, disability, sexual orientation or gender identity or other classifications protected under Federal, State or Local law, which has the purpose or effect of unreasonably interfering with a person's work, or creates an intimidating, hostile, or offensive environment.

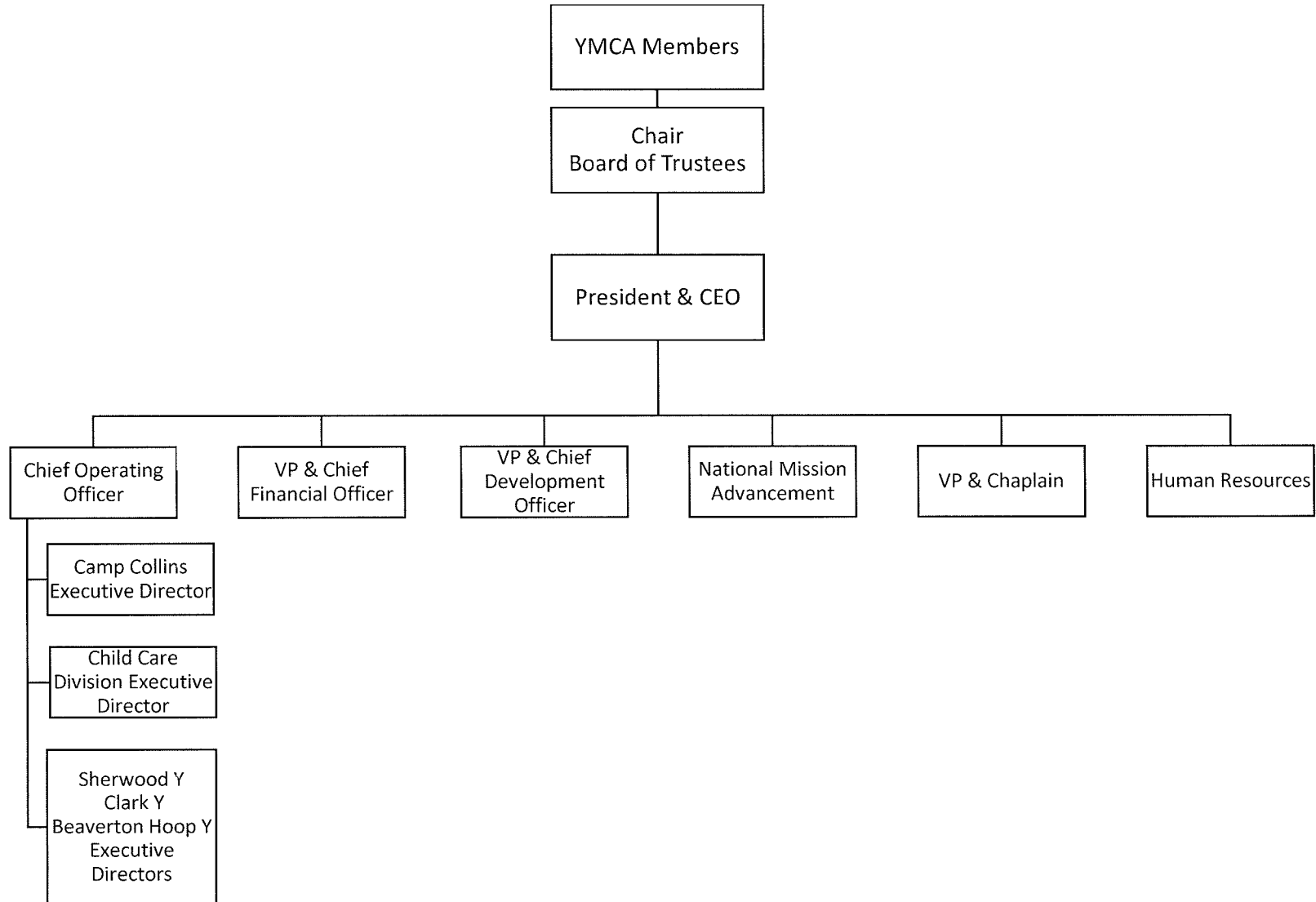
### **Reporting Violations**

To assist in the implementation of this policy Robert G. Hall, President and CEO, has been designated as the YMCA of Columbia-Willamette's Equal Opportunity Officer, and is charged with the responsibility of maintaining the necessary records and reports and the monitoring of this policy.

Discriminatory and harassing conduct will not be tolerated and must not be ignored by victims or witnesses. If you believe that you are a victim of discrimination or harassment, or you have witnessed conduct that violates this policy, promptly file a complaint with Robert G. Hall or with the Human Resources department.

This Equal Opportunity statement is available to each new employee and upon request from any employee, and is in prominent locations at all organization locations and sites.

**YMCA of Columbia-Willamette  
Senior Staff Organizational Chart**



The YMCA of Columbia-Willamette involves all Executive Directors and the CEO's direct reports in its Strategic planning decisions.

# YMCA Volunteer Organization Chart

## Board of Trustees

**Board  
Development  
Committee**

**Christian  
Mission  
Advancement  
Committee**

**Executive  
Committee**

**Finance  
Committee**

**Marketing  
Committee**

**Resource  
Development  
Committee**

**Beaverton  
Hoop Y  
Board of  
Managers**

**Camp Collins  
Board of  
Managers**

**Child Care  
Division  
Board of  
Managers**

**Clark County Y  
Board of  
Managers**

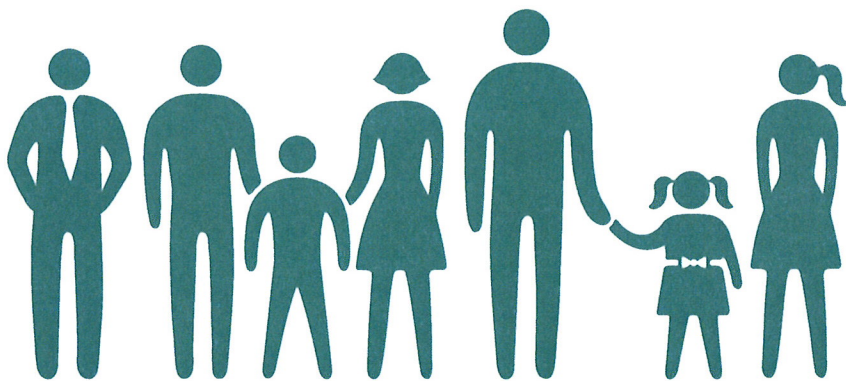
**Sherwood Y  
Board of  
Managers**





# The Y. FOR A BETTER COMMUNITY.

YMCA OF COLUMBIA-WILLAMETTE  
2016 Annual Report



[ymcacw.org](http://ymcacw.org)

# THE Y. FOR A BETTER COMMUNITY.

At the Y, we provide quality affordable services that build healthier kids, strong families and better communities. The YMCA is a mission driven, values-based organization. Our mission is to put the Christian principles of love, respect, honesty, responsibility and service into practice through programs that build a healthy spirit, mind and body for all.

## BEFORE & AFTER SCHOOL ENRICHMENT

We served **2,345** children in **30** before and after school sites. **365** families, **16%** of participants, received financial assistance for these services.

## EARLY CHILDHOOD DEVELOPMENT

In **16** child development centers, our staff cared for **2,065** infants, toddlers and preschoolers. **521** families, **25%** of Y child care participants, received financial assistance for these services.

## SUMMER DAY CAMP

**1,393** kids participated at **20** summer day camp locations taking part in week-long themed adventures such as art, sports, theatre, the great outdoors, science, petting zoos and more. **259** kids benefited from financial assistance.

## YMCA CAMP COLLINS

**1,926** kids and teens went to YMCA Camp Collins to explore a rich wonderland of creative learning experiences, form new friendships and create life-long memories in a values-based environment. **44%** of them received financial assistance. Additionally, **7,868** adults participated in conferences, retreats or day meetings.

## YOUTH SPORTS

Every kid deserves the opportunity to learn a sport, develop fundamentals, build confidence and play the game. Our aim is to keep kids participating in physical activity. **27,709** kids participated at one of our health and wellness centers or in youth sports and enrichment programs. **641** benefited from financial assistance.

## HEALTH & WELLNESS

The Y brings families closer together, encourages good health and fosters connections through fitness, sports, fun and shared interests. Last year, **37,317** kids, teens and adults participated in health and wellness activities resulting in **516,957** total visits. **2,801** people received financial assistance.

## MISSION ADVANCEMENT

**256** YMCA staff received Christian principles education as part of New Employee Orientation training. **590** staff, volunteers and members received personal one-on-one appointments with our chaplains. **185** staff and members attended additional Christian training and seminars such as Exploring Christianity, Bible 101, Effective Stewardship and Christian Leadership.

## 2016 AT A GLANCE

We provide access to services for everyone—regardless of age, physical ability, income or ability to pay. Last year **5,282** kids and families received **\$1.8 MILLION** in financial assistance and over the last five years, **27,665** kids and families received over **\$9.7 MILLION** in scholarships. Additionally, **2,468** volunteers donated **55,635** hours of their personal time to the success of our Y.

# FINANCIALS

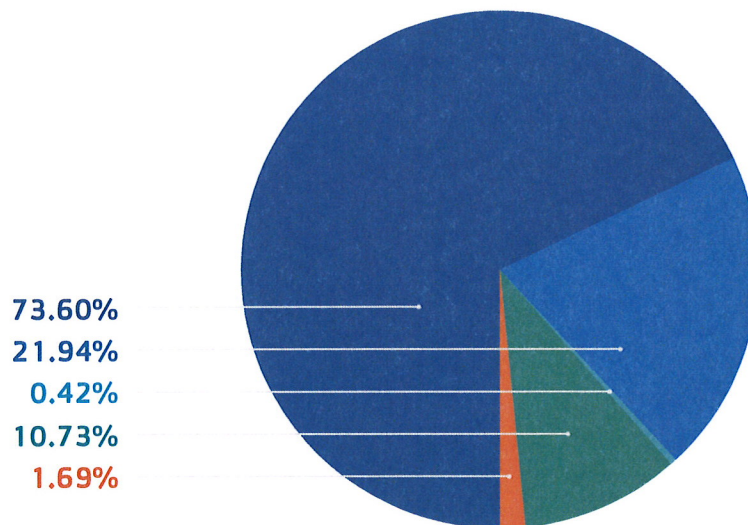
## FINANCIAL STATEMENT

REVENUE	2016
Public Support	1,403,350
Membership Dues	3,264,907
Program Fees	19,394,889
Investment Income	253,946
Other	1,331,880
<b>TOTAL</b>	<b>25,648,972</b>

EXPENSES	
Program Services	21,357,144
Management & General	2,420,621
Fundraising	386,420
Depreciation	600,277
<b>TOTAL</b>	<b>24,764,462</b>
<b>NET</b>	<b>884,510</b>

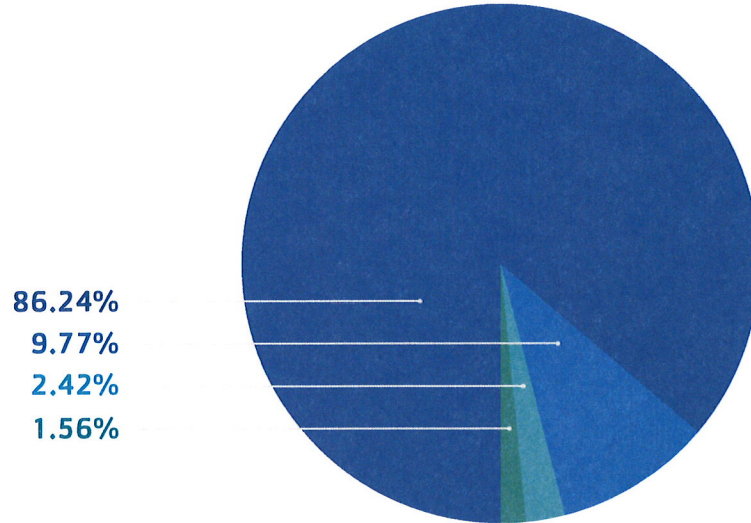
## FUNCTIONAL EXPENSES

<b>73.60%</b>	Youth Development	16,817,360
<b>21.94%</b>	Healthy Living	5,011,981
<b>0.42%</b>	Social Responsibility	96,052
<b>10.73%</b>	General Management	2,452,649
<b>1.69%</b>	Fund Raising	386,420
	<b>TOTAL</b>	<b>24,764,462</b>



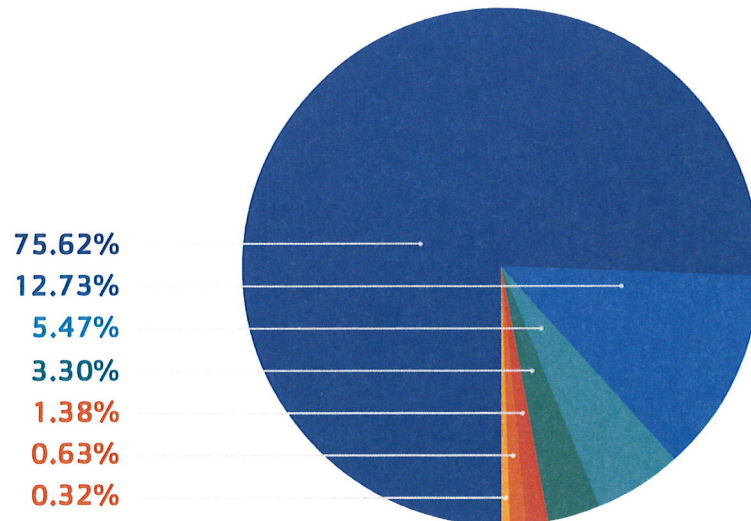
**EXPENSE  
TYPES**

<b>86.24%</b>	Program Services	21,357,144
<b>9.77%</b>	Management & General	2,420,621
<b>2.42%</b>	Depreciation	600,277
<b>1.56%</b>	Fund Raising	386,420
		<b>24,764,462</b>



**REVENUE**

<b>75.62%</b>	Program Service Fees	19,394,889
<b>12.73%</b>	Membership Dues	3,264,907
<b>5.47%</b>	Public Support	1,403,350
<b>3.30%</b>	Facility Rentals	845,501
<b>1.38%</b>	Other	353,921
<b>0.63%</b>	Investment Income	253,946
<b>0.32%</b>	Government Fees & Grants	132,458
		<b>25,648,972</b>





## 2016 BOARD OF TRUSTEES

Todd Barth

Mark Burris

Tracie Butterfield

Dayna Christian

Mark Conan

Jonathan Cotton

Robert Countryman

Curtis Dent

Scott Edwards

Neil Fernando

William Hebert

Debi Laue

Keith Mays

Rob Miller

Don Morissette

Jeannie Pickens

Chris Rogers

Charmin Shiely

Dick Smith

Carol Terrell

Bob Tomeoni

Nick Veroske

Eugene Wallace

Orlando Williams

Dick Wingard

Ron Yost

Neil Zellick

# Melody Danner

## **PROFESSIONAL EXPERIENCE**

### **YMCA of Columbia-Willamette**

*Senior Director of Facilities and HR, Sherwood YMCA*

### **Sherwood YMCA**

2003-2016: Administrative Assistant

2002-2004: Program Coordinator- Child Watch

2001-2002: Program Aide- Child Watch

## **EDUCATION AND TRAINING**

BA Christian Ministries: Youth Ministry, George Fox University

## **CERTIFICATIONS/AFFILIATIONS**

YMCA Team Leader Certification

CPR Instructor- American Red Cross

Babysitter's Training Instructor- American Red Cross

Lifeguard Certification- American Red Cross

## **PROFESSIONAL & CHARITABLE ACTIVITIES**

Vice-Coordinator and Registrar for American Heritage Girls Troop OR0541

Active volunteer and volunteer trainer for kids' ministries at Red Hill Church

Participant in the Sherwood Volunteer Coordinators group

Actively involved in, or led, multiple community events including, but not limited to, Healthy Kids Day, Robin Hood Festival, Harvest Fest, Sherwood Family Triathlon

Taught CPR/AED/First Aid classes at Sherwood Middle School

## **PERSONAL**

Melody and her husband, Josh, are raising their two children in Newberg, Oregon.

YMCA of Columbia-Willamette  
9500 SW Barbur Blvd., Suite 200  
Portland, OR 97219

Phone: 503-327-0019

Fax: 503-223.1247

# Shannon Harrell

## **PROFESSIONAL EXPERIENCE**

### **YMCA of Columbia-Willamette**

*Senior Director of Membership and Healthy Living, Sherwood YMCA*

### **Sherwood YMCA**

2015-2016: Membership Development Director

2013-2015: Aquatics Director

2005-2013: Private Lesson Coordinator

## **EDUCATION AND TRAINING**

BA in Psychology, University of Arizona

Undergraduate studies, University of Oregon

## **CERTIFICATIONS/AFFILIATIONS**

Certified Swimming Pool Operator

American Red Cross CPR/AED/First Aid Certification

## **PROFESSIONAL & CHARITABLE ACTIVITIES**

Developed the Sherwood Dine and Dance, an annual YMCA fund raising event

Developed the YMCA Volunteer Swim Instructor and Junior Lifeguard program

Team Leader for Relay for Life 2016

Sherwood Fireballs Board Volunteer

Egg Hunt for Hope Volunteer

## **PERSONAL**

Shannon and her husband, Jamie, moved to Sherwood to be close to a YMCA and to raise their two children in Sherwood, Oregon.

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Phone: 503-327-0019

Fax: 503-223.1247



# Martin Rakers

## **PROFESSIONAL EXPERIENCE**

### **YMCA of Columbia-Willamette**

*Senior Program Director, Sherwood YMCA*

### **Sherwood YMCA**

2008-2013: Youth Development Director

2007-2008: Associate Youth and Family Director

2006-2007: Sport Supervisor

## **EDUCATION AND TRAINING**

BS in Business Administration, Culver-Stockton College, Canton, MO

BS in Recreation Management, Culver-Stockton College, Canton, MO

## **CERTIFICATIONS/AFFILIATIONS**

Organizational Leader Certificate - YMCA of the USA

Certified Pool Operator – NSPF

Lifeguard Certified - American Red Cross

CPR/AED/First Aid for the Professional Rescuer – American Red Cross

## **PROFESSIONAL & CHARITABLE ACTIVITIES**

Involved in set up and tear down help for many Sherwood Community events including Give N Gobble, Relay for Life, Robin Hood Festival, etc.

Sherwood High School – Varsity Boys Soccer Assistant Coach  
2013-Present

Job Fairs and Community Fairs- Promoting YMCA programs

## **PERSONAL**

Martin and his wife, Adrian, have two boys Owen (4) and Everett (1) and live in the Woodhaven neighborhood of Sherwood, Oregon.

YMCA of Columbia-Willamette  
9500 SW Barbur Blvd., Suite 200  
Portland, OR 97219

Phone: 503-327-0019

Fax: 503-223.1247

# Mark E Burris

## **PROFESSIONAL EXPERIENCE**

### **YMCA of Columbia-Willamette**

*Chief Operating Officer, since July 2016*

### **Wells Fargo Bank, Portland, Oregon**

*SVP, Team Leader, Portland Regional Commercial Banking*

Led a team of client Relationship managers and led the Bank's five major commercial strategic initiatives for an office with the #1 market share in Greater Portland. As the #2 ranking Corporate Banking Executive in Portland, performed duties in place of Market President as needed.

### **Key Bank, Portland, Oregon**

*SVP, Sr. Banker, Middle Market Commercial Banking*

Led deal teams responsible for managing and sourcing Key's upper-market clients, prospects, and publicly traded companies. Specialized in companies within Key's investment banking industry verticals. Additionally, performed interim Team Leader assignments as needed.

### **GE Corporate Finance, Lake Oswego, OR and San Jose, CA**

*VP, Business Development Manager*

Executed financial sales solutions and relationship management of corporate accounts over \$75M in revenues in Oregon, and for Fortune 1000 companies while in San Jose. Networked with top-level executives and financial sponsors to fund asset and company acquisitions. Led deal teams consisting of Underwriting, Legal, Tax, and Documentation for collaboration on deal structuring and funding. Awarded several regional and national business development awards.

Additionally, led and helped transform GE's under-performing *Silicon Valley Boundary-less Sales Team* to a #2 internationally and #5 finish nationally during 3.5 years of leadership

### **AT&T Capital Corporation, Seattle, WA; San Francisco, CA (Western Region Sales Manager)**

*VP, Sales Manager*

## **EDUCATION AND TRAINING**

BA, Business Administration, University of Washington, Seattle, WA

Professional; GE University courses (18), and GE Six Sigma Certification.

## **PROFESSIONAL & CHARITABLE ACTIVITIES**

YMCA of the Columbia-Willamette, March 2007 - May 2016  
(Trustee and former Board Chair)

IBLP (Influential Business Leaders of Portland, appointed position)

## **PERSONAL**

Mark and his wife, Beth, are the parents of a teenage daughter and live in the Cooper Mountain area in Beaverton.

YMCA of Columbia-Willamette  
9500 SW Barbur Blvd., Suite 200  
Portland, OR 97219

Phone: 503-327-0019  
Fax: 503-223.1247

# Robert G Hall

## **PROFESSIONAL EXPERIENCE**

### **YMCA of Columbia-Willamette**

*President and CEO, since December 2003*

*CFO, COO 1985–2003*

## **Key Accomplishments**

- Lead a \$26M Association that employs a staff of over 800 and provides access to services for everyone—regardless of age, physical ability, income or ability to pay
- Lead an Association that has three health and wellness centers and Camp Collins, a residential camp and conference center
- Lead an Association that is the largest provider of licensed child care in Oregon with 16 Child Development Centers and more than 40 before and after school enrichment programs
- Lead an Association that has provided \$9.7M in the last five years in financial assistance to 28,000 kids and families
- In 2008, began operating the Beaverton Hoop, offering youth and adult competitive, semi-competitive and recreational sports, fitness programs and youth enrichment programs
- Raised \$8.2M for the expansion of the Clark County YMCA. Sought and obtained New Markets Tax Credits for this project
- In 2004 opened the Tree Top Village and in 2006 opened the Rotary Village Hobbit Houses at Camp Collins (\$2.7M raised)
- In 2016 replaced the rec lodge at Camp Collins with a new two story building with 5,000 square feet of meeting space and 2,800 square feet of staff quarters (\$2M raised)
- Expanded the Y's annual teen golf tournament to benefit the greater Portland Y community
- Acquired 160 acres of property on Mt Hood (near Trillium Lake) for the development of an at risk youth camp
- Oversee the US Mission Network, dedicated to helping Ys across America live out YMCA mission and purpose

## **EDUCATION AND TRAINING**

MBA, Golden Gate University of San Francisco, CA

BS, University of Montana, Missoula MT

## **PROFESSIONAL & CHARITABLE ACTIVITIES**

Rediscover the Falls, Willamette Falls Legacy Project, Board

## **PERSONAL**

Bob and his wife, Sherry, have five daughters and eleven grandchildren, and live in Beaver Creek, Oregon.

YMCA of Columbia-Willamette  
9500 SW Barbur Blvd., Suite 200  
Portland, OR 97219  
Phone: 503-327-0019  
Fax: 503-223.1247  
Email: mburris@ymcacw.org



# Bruce Patton

## **PROFESSIONAL EXPERIENCE**

### **YMCA of Columbia-Willamette**

*Vice President and Chief Development Officer, since March 2009*

- *Responsible for raising over \$12,000,000*
- *Leads philanthropic efforts to advance all giving initiatives including Annual Giving, Capital Campaigns, and Web-based cross marketing of the YMCA of Columbia-Willamette serving the Portland-Vancouver metropolitan areas of Northwest Oregon and Southwest Washington States with an annual operating budget of \$26 million*
- *Works directly with the Board of Trustees, President, Chief Executive Officer, and Chief Financial Officer as a member of the senior management team and corporate officer*
- *Partners with dynamic staff and volunteers to advance the mission and grow resources*
- *Demonstrates experience and success in raising major gifts, developing capital, and growing corporate partnerships, while managing a fast-paced development program*
- *Develops and implements the YMCA public relations and communications plans, and acts in the capacity of spokesperson for the association*
- *Oversees advocacy activities for the Association, working with lobbyists and the YMCA Alliance*

### **Northwest Medical Teams International (Medical Teams International)**

*Assistant to the President, and Senior Development Officer*

### **Patton Group Risk Management & Metro Lab**

*Founder and President*

### **Commissioned Law Enforcement Officer (State of Washington)**

*Detective / Police Officer*

## **EDUCATION AND TRAINING**

MBA, George Fox University

BS, Washington State University

## **PROFESSIONAL & CHARITABLE ACTIVITIES**

Portland Rotary Club, Portland, OR

Willamette Valley Development Officers Association, Portland, OR

Y USA National member of Chief Development Officers Association

## **PERSONAL**

Bruce and his wife, Deborah and the proud grandparents of a new granddaughter.

YMCA of Columbia-Willamette  
9500 SW Barbur Blvd., Suite 200  
Portland, OR 97219  
Phone: 503-327-0019  
Fax: 503-223.1247  
Email: mburris@ymcacw.org

# Carolyn Rayback

## **PROFESSIONAL EXPERIENCE**

### **YMCA of Columbia-Willamette**

*Vice President and Chief Financial Officer, since June 2016*

### **Candlelight Consulting LLC, Sherwood, Oregon**

*CFO Contract Consulting*

Worked with a broad range of small and medium companies developing financial and organizational leadership to support strategy, sustainability and succession.

### **Pacific Foods of Oregon , Tualatin, OR**

*CFO and Vice President Finance and Administration*

Top finance and administrative executive, accountable for leading and directing all aspects of accounting, tax, budgeting, credit, finance, treasury management, risk management, information systems and administration.

### **Pacific Foods of Oregon, Tualatin, OR**

*Director Finance / Administration*

### **Hazels and Rogers Candy Co**

*Controller*

## **EDUCATION AND TRAINING**

MBA., George Fox University

BA, Management and Organizational Leadership, George Fox University

## **PROFESSIONAL & CHARITABLE ACTIVITIES**

George Fox University Board of Trustees

George Fox University Alumni Board, Board of Directors, Past President

Vigilant-Counsel for Employers, Board of Directors

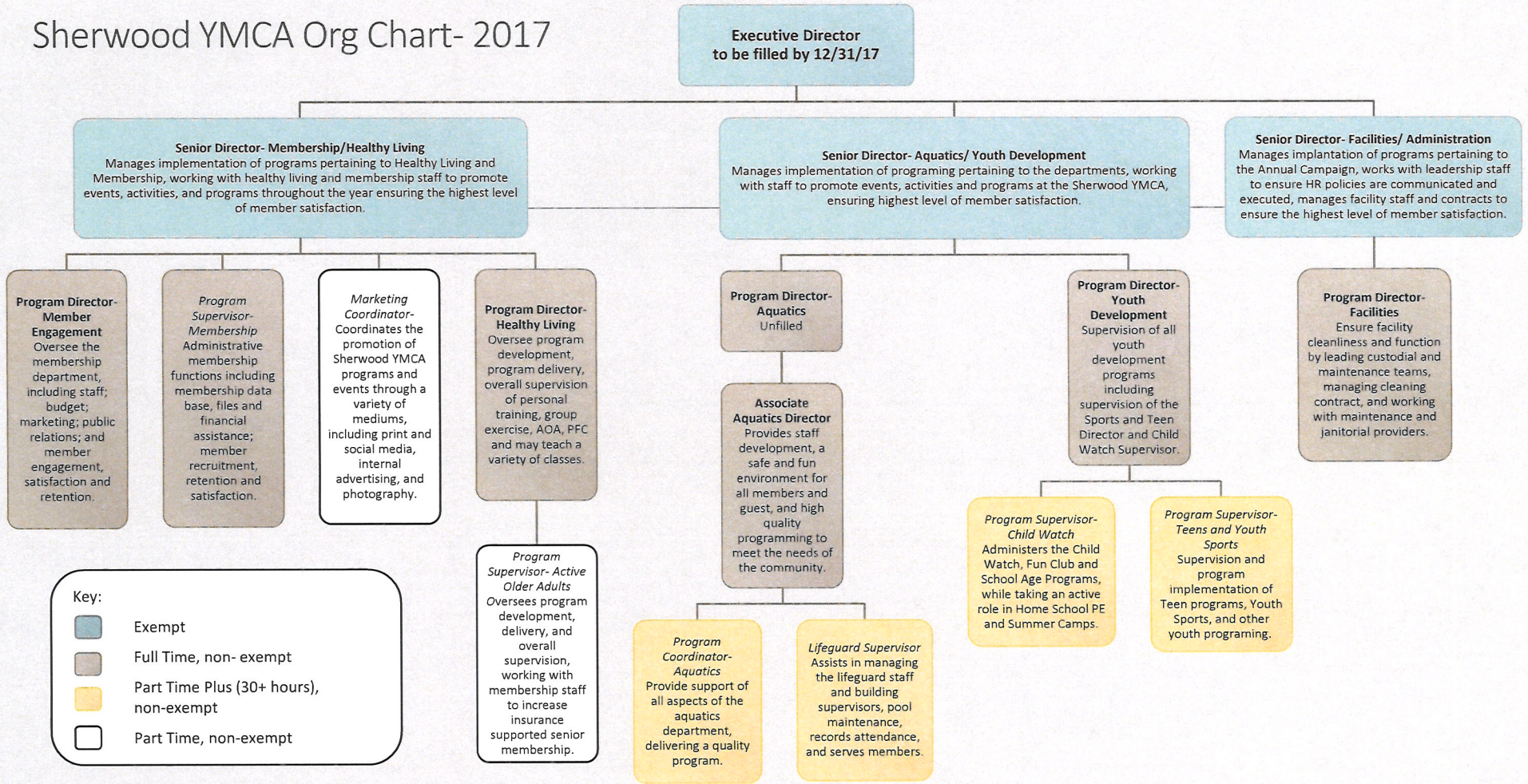
## **PERSONAL**

Carolyn and her husband, Mark, have two grown children and live in Sherwood, Oregon.

YMCA of Columbia-Willamette  
9500 SW Barbur Blvd., Suite 200  
Portland, OR 97219  
Phone: 503-327-0019  
Fax: 503-223.1247



# Sherwood YMCA Org Chart- 2017

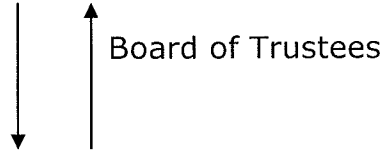


YMCA OF COLUMBIA-WILLAMETTE

**BRANCH MANAGEMENT AND ADVISORY COUNCIL  
REGULATIONS  
of the  
SHERWOOD REGIONAL FAMILY YMCA**

**INTRODUCTION**

**BOARD RELATIONSHIP** The Board of Trustees is legally the governing body of the YMCA of Columbia-Willamette, deriving its powers from the Articles of Incorporation under the corporate laws of the State of Oregon. All other boards, committees, councils and task forces receive their authority by delegation from the Board of Trustees. Operating under a philosophy of decentralized responsibilities is:



Branch Board of Management

**VOLUNTEER/STAFF RELATIONSHIPS** Exempt staff members serve as assigned by the President and give appropriate leadership to carry out the work of the Association, implement the policies of the organization and help achieve corporate goals and objectives. Staff members are not members of committees or boards and do not serve under their authority. There is a "partnership" relationship between the two levels of boards and the staff leaders in seeking to meet the goals and objectives of the Association. This relationship is reflected in the following descriptions:

**POLICY FORMULATION** is the joint function of the appropriate board and staff. Members of the board and staff share in the development and "working out" of policies.

**POLICY DETERMINATION** is the function of the Board of Trustees. Only the Board of Trustees has the authority to adopt or sanction policy under which the Association will operate.

**ARTICLE I  
NAME**

The name of this branch is the Sherwood Family YMCA of the Young Men's Christian Association of Columbia-Willamette.

## **ARTICLE II MISSION AND PURPOSE**

**Section 2.1** The purpose of the Young Men’s Christian Association is to promote the development of Christian character and activity in its members, the cultivation of Christian concern and the improvement of the mental, physical and spiritual conditions of its members and other persons.

**Section 2.2** The Sherwood Family YMCA subscribes to the same mission statement as the YMCA of Columbia-Willamette: **“To put Christian principles of love, respect, honesty, responsibility and service into practice through programs that build healthy spirit, mind and body for all.”**

## **ARTICLE III AUTHORIZATION AND SERVICE AREA**

**Section 3.1** This branch has been established, is maintained, and is operated under the authority of the Board of Trustees of the YMCA of Columbia-Willamette, a nonprofit Oregon Corporation.

**Section 3.2** The Facility Membership service area is a 15 mile radius of Sherwood, including King City, Tualatin, Tigard and Newberg.

## **ARTICLE IV MEMBERSHIP**

**Section 4.1** Membership in this branch shall be open to all persons without regard to sex, age, ethnic origin, sexual orientation, religious affiliation, disabilities or socio-economic level. No one will be turned away due to the inability to pay.

**Section 4.2** Charges for members and or participation shall be determined by the Sherwood Regional Family YMCA Board of Management subject to the notification of the Board of Trustees.

- A. Members are all individuals who support the mission and purpose of the YMCA of Columbia-Willamette and participate in the programs and services of the Sherwood Family YMCA and the YMCA of Columbia-Willamette.
- B. Program Participants are all individuals who support the mission and purpose of the YMCA of Columbia-Willamette and contribute financially to support the programs established by the Sherwood Family YMCA Board of Management. A community support membership does not include the use of YMCA facilities, programs, or services.

## **ARTICLE V BRANCH BOARD OF MANAGEMENT**



**Section 5.1** The Sherwood Regional Family YMCA shall be governed by a branch board of management elected as herein provided to be composed of:

- A. Ordinarily, not less than twenty-one (21) and not more than thirty-six (36) persons.
- B. The City of Sherwood can appoint four members (all board members need to be supportive of the City/YMCA partnership and the YMCA mission).
- C. At least 75% of the board members must be residents of Sherwood. The four members appointed by the City will be included in the total.
- D. The Executive Director of the branch, and the president of the Association, or his/her designee, shall serve as ex-officio members of the Sherwood Family YMCA Board of Management and all its committees.

**Section 5.2** Members of the Sherwood Regional Family YMCA Board of Management shall be expected to participate in and give to the branch community support campaign. Members of the Sherwood Regional Family YMCA Board of Management may only be removed from office for cause by action of a two-thirds (2/3) vote of the Sherwood Family YMCA Board of Management.

**Section 5.3** The Sherwood Regional Family YMCA Board of Management is charged with full responsibility by the Board of Trustees to develop appropriate policies to guide the work of the branch in conformity with the Articles of Incorporation, by-laws and policies of the YMCA of Columbia-Willamette, as amended and passed by the Board of Trustees from time to time.

The specific powers and duties of the Sherwood Regional Family YMCA Board of Management shall be but not limited to:

- A. Establish policies for administering and evaluating the programs and services of the branch which are in harmony with the purpose and mission of the YMCA of Columbia-Willamette and in conformity with the YMCA of Columbia-Willamette's policies.
- B. In accordance with established procedures, recommend the branch's annual budget of anticipated income and expenses to the Board of Trustees for approval or modification.
- C. Ensure the financial stability of the branch by:
  - passing and adhering to sound fiscal policies;
  - regularly reviewing program fees and membership dues;
  - actively seeking to increase operating revenues by campaigning for community support and other special fundraisers.

- D. Determine the general program priorities for the branch's defined service area based on community input and plans for systematic progress on meeting the community's needs and increasing membership participation in YMCA programs and services.
- E. Submit written notice of all meetings of the membership and Sherwood Regional Family YMCA Board of Management and provide timely minutes of all such meetings to the president of the YMCA of Columbia-Willamette.
- F. Annually report on the work of the branch to its members and the Board of Trustees at such time and in such manner as shall be required by the Board of Trustees.
- G. Perform such other duties as may be deemed necessary or may be required from time to time by the Board of Trustees.

**Section 5.4** Each member of the Sherwood Regional Family YMCA Board of Management shall be elected for a term of three (3) years with one-third (1/3) of the Sherwood Family YMCA Board of Management being elected each year. Members of the Sherwood Regional Family Branch Board of Management may serve two (2) consecutive three (3) year terms. After a minimum of one (1) year's absence from the board of management membership, an individual is again eligible to be elected to the Sherwood Regional Family YMCA Board of Management. Ex-officio members are entitled to be present and participate in board discussions, but do not have any powers or responsibility as a member of the board and shall not have a vote and shall not count towards a quorum.

**Section 5.5** Vacancies on the Sherwood Family YMCA Board of Management, for reasons other than an expired term, may be filled through a process of nomination and election by the current members of the Sherwood Family YMCA Board of Management at a regular Sherwood Family YMCA Board of Management meeting for the remainder of the unexpired term of the vacant board position.

**Section 5.6** Members of the Sherwood Family YMCA Board of Management may not be employed as paid staff of the YMCA of Columbia-Willamette nor receive other compensation for their service as board of management members.

**Section 5.7** Ordinarily, the Sherwood Family YMCA Board of Management shall hold a minimum of four (4) meetings annually, the time and place to be determined by the chair of the Sherwood Family YMCA Board of Management.

**Section 5.8** Special meetings of the membership or the Sherwood Family YMCA Board of Management may be called by the chair upon receipt of a petition of ten (10) percent of the membership or a majority of the Sherwood Family YMCA Board of Management. Notices of special meetings of the membership shall be posted in

the branch or mailed to all members of the branch at least ten days prior to the meeting date. Notices of special meetings shall generally set forth the business to be conducted at that meeting and no other business shall be transacted.

**Section 5.9** A majority of the Sherwood Family YMCA Board of Management shall constitute a quorum for the transaction of business. At meetings of the membership, those present shall constitute a quorum.

**Section 5.10** The YMCA of Columbia-Willamette shall indemnify to the fullest extent provided by ORS Chapter 65 any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the YMCA of Columbia-Willamette) by reason of the fact that he/she is or was a director, officer, employee or agent of the YMCA of Columbia-Willamette, or is or was serving at the request of the YMCA of Columbia-Willamette as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorneys' fees), judgements, fines and amounts paid in settlement actually and reasonably incurred by her or him in connection with the action, suit or proceeding.

## **ARTICLE VI OFFICERS**

### **Section 6.1 Duties of Officers**

- A. The chair of the Sherwood Family YMCA Board of Management shall preside at all meetings of the Sherwood Family YMCA Board of Management and shall perform such other duties as are usually the responsibility of the chair. He/she shall appoint chairs of all committees. He/she shall be the ex-officio member of all branch committees. The chair shall have the power, with the approval of the Sherwood Family YMCA Board of Management, to discharge any member of a committee or to disband and reorganize any committee. The chair shall determine the Sherwood Family YMCA Board of Management meeting agendas in consultation with the branch Executive Director.
- B. The vice-chair shall, in the absence of the chair, perform such duties as are required of the chair including presiding at meetings of the Sherwood Family YMCA Board of Management. The vice-chair shall also assume other duties as might be established by the chair.
- C. The secretary shall see that minutes are kept of all meetings of the Sherwood Family YMCA Board of Management and of its committees. He/she shall also assume such other duties as might be established by the chair.

- D. The treasurer shall have as her or his responsibility the submission of the annual proposed operation budget to the Sherwood Family YMCA Board of Management and monthly reporting to the Sherwood Family YMCA Board of Management regarding the current financial position for the branch. He/she shall also assume such other duties as might be established by the chair.

**Section 6.2** The Sherwood Family YMCA Board of Management shall annually elect its own officers (which shall be the Executive Committee) from its own membership, with two at- large seats included for two of the four City of Sherwood appointees. *No officer can serve in his/her respective office for more than two (2) one-year terms.* The Executive Committee will make recommendations to the full board and act on behalf of the board when and as directed by the board of management.

**Section 6.3** In case of a vacancy in one of the elected offices, the Executive Committee shall elect a Sherwood Family YMCA Board of Management member to fill the remainder of the term of the officer being replaced, subject to ratification by the Sherwood Family YMCA Board of Management.

## **ARTICLE VII NOMINATIONS AND ELECTIONS**

**Section 7.1** The Board Development Committee shall serve as the Nominating Committee, along with the Branch Executive Director.

**Section 7.2** The Board Development Committee shall be composed of three (3) members of the incumbent Sherwood Family YMCA Board of Management, two (2) members of the branch who are not members of the Sherwood Family YMCA Branch Board of Management, one (1) community representative and the branch executive director.

**Section 7.3** The Board Development Committee shall prepare a slate of proposed members of the Sherwood Family YMCA Board of Management for election by the members at the Annual Membership Meeting, subject to ratification by the Association's board of Trustees.

**Section 7.4** Additional candidates to the Sherwood Family YMCA Board of Management may be nominated upon a petition signed by ten (10) percent of the members of the branch and presented to the chair of the Board Development Committee not later than sixty (60) prior to the Annual Membership Meeting.

**Section 7.5** The slate of candidates for membership of the Sherwood Family YMCA Board of Management shall be posted, along with the date, time and place of the

Annual Membership Meeting, in a prominent place at the principle office of the branch two (2) weeks in advance of the Annual Membership Meeting.

**Section 7.6** The Board Development Committee shall prepare a slate of Officers of the Sherwood Family YMCA Board of Management for election at its Annual Membership Meeting, subject to ratification by the Association's Board of Trustees. This slate shall also be posted at the principle office of the branch two (2) weeks in advance of the Annual Membership Meeting. The slate of officers shall also be presented to the Sherwood Family YMCA Board of Management at the regularly scheduled board meeting preceding the Annual Membership Meeting.

## **ARTICLE VIII ANNUAL MEMBERSHIP MEETING**

**Section 8.1** A meeting of the members of the Sherwood Family YMCA Board of Management shall be held annually within sixty (60) to ninety (90) days following the close of the fiscal year. The time and place of the meeting is to be fixed by the Sherwood Family YMCA Board of Management. The order of business shall include the following:

- devotional
- recording of attendance
- report of the out-going Chair of the Board of Management
- report of the Executive Director
- report of the Board Development Committee
- election of members of the Board of Management
- election of officers of the Board of Management
- report of the in-coming Chair of the Board of Management
- recognition and awards
- adjournment

**Section 8.2** Any matter other than matters referred to in Section 8.1 to be brought to the Annual Membership Meeting shall be submitted to the Secretary of the Board of Management, in writing, seven (7) days prior to the Annual Membership Meeting. The agenda of the Annual Membership Meeting shall set forth the business to be conducted at that meeting and no other business shall be transacted.

**Section 8.3** Notice of the Annual Membership Meeting shall be posted in the branch or mailed to all members at least two weeks prior to the Annual Membership Meeting.

## **ARTICLE IX COMMITTEES**

**Section 9.1** The Executive Committee of the Sherwood Family YMCA Board of Management shall consist of the immediate past chair of the branch, the

incumbent officers of the branch, and may include the chair of all standing committees and up to two members at large, who shall be appointees of the City of Sherwood. The Committee shall be chaired by the Sherwood Family YMCA Board of Management chair and include the Executive Director.

**Section 9.2** Meetings of the Executive Committee may be called by the chair to discuss and take action on matters deemed by the Committee to be of such urgency that they cannot await the next regular meeting of the Sherwood Family YMCA Board of Management. The Executive Committee is authorized and has full power and authority to act as an interim branch board of management.

**Section 9.3** Half of the Executive Committee shall constitute a quorum.

**Section 9.4** Other standing committees of the Sherwood Family YMCA Board of Management shall be composed of at least three members and shall include, but not be limited to:

- Board Development Committee
- Finance Committee
- Financial Development Committee
- Building and Ground Committee
- Marketing and Communications Committee
- Program Committee

Committees can be combined to carry out the function of the committee.

**Section 9.5** All standing committees shall annually submit a committee commission/purpose, a plan of work and regular meeting minutes to the Sherwood Family YMCA Board of Management for approval and action when required. A member of the Sherwood Family YMCA Board of Management shall chair standing committees.

**Section 9.6** Other committees, standing or ad hoc, or task forces deemed necessary by the Sherwood Family YMCA Board of Management or the Board of Trustees shall be appointed and have their duties defined by the chair of the Sherwood Family YMCA Board of Management.

## **ARTICLE X STAFF**

**Section 10.1** The Executive Director is hired by, and reports to, the President of the Association, or his/her designee. He/she shall be responsive to the needs of the Sherwood Family YMCA Board of Management and the branch's membership as he/she serves as a member of the staff of the YMCA of Columbia-Willamette and functions within the guidelines and constraints of corporate policy. The Sherwood Family YMCA Board of Management shall counsel and advise in the selection, employment and evaluation of performance of the Executive Director.



**Section 10.2** All staff is hired by the President or his/her designee. Branch staff is supervised by the branch Executive Director or his/her designee. Promotions, disciplinary action and terminations are usually initiated at the branch level but can be initiated by the President or his/her designee and in all cases must be approved by the President or his/her designee.

**Section 10.3** New professional staff or management positions shall only be created with the approval of both the Sherwood Family YMCA Board of Management and the President or his/her designee.

## **ARTICLE XI ASSETS, CONTRACTS, AND PROPERTY, CHIEF SPOKESPERSON**

**Section 11.1** All assets are vested in the YMCA of Columbia-Willamette. The Sherwood Family YMCA Board of Management and Executive Director of the branch are charged with the responsibility of depositing and account for all monies and assets in accordance with the procedures of the YMCA of Columbia-Willamette. The Sherwood Family YMCA Board of Management and the Executive Director of the branch have the joint responsibility to prudently manage all of the fiscal affairs of the branch.

**Section 11.2** Contracts can be entered into only by the authority of the Board of Trustees and the President or her or his designee of the YMCA of Columbia-Willamette.

**Section 11.3** All properties are owned and controlled by the YMCA of Columbia-Willamette. The Sherwood Family YMCA Board of Management and Executive Director of the branch are charged with securing necessary operating funds to maintain facilities, properties, and equipment in accordance with YMCA of Columbia-Willamette standards.

**Section 11.4** Public statement relating to the Association's history, policies, philosophy, and current positions on matters of interest to the general public are made only under the authority of the Chair of the Board of Trustees or the President.

**Section 11.5** Ownership of the facility, grounds and equipment shall remain the property of the City of Sherwood.

## **ARTICLE XII ORGANIZATIONS**

**Section 12.1** All organizations within or in connection with the branch or using its properties, facilities or name shall obtain prior approval of the Executive Director.

**Section 12.2** The Chair of the Sherwood Family YMCA Board of Management and the Executive Director shall have voice and vote at all meeting of YMCA affiliated organizations.

### **ARTICLE XIII AMENDMENTS**

**Section 13.1** Recommendations for amendments to these Branch Management Regulations may be approved at any regular meeting of the Sherwood Family YMCA Board of Management by a majority of the members of the Sherwood Family YMCA Board of Management, provided that notice of the proposed amendment shall have been submitted in writing to such members, at least ten (10) days prior to the meeting of the Sherwood Family YMCA Board of Management. Recommendations shall then be forwarded to the Board of Trustees for action at its next regular meeting.

**Section 13.2** An amendment to these Branch Management Regulations may be proposed with a favorable recommendation by a majority vote of the members of the Sherwood Family YMCA Board of Management at any regular meeting, provided that notice of the proposed amendment shall have been submitted in writing to such members at least ten (10) days prior to the Sherwood Family YMCA Board of Management meeting. The proposed and recommended amendment shall then be forwarded to the Board of Trustees for proper action at its next regular meeting.

**Section 13.3** The Board of Trustees may amend these Branch Management Regulations by a vote of the majority of the members at any regular meeting, provided that notice of the proposed amendment shall have been submitted in writing to such members, at least ten (10) days prior to the Board of Trustees meeting. Amendments to the Branch Management Regulations must be first sent out for review and comment by branch boards of management.



**Sherwood Regional Family YMCA  
Operations Report  
First Quarter Report – January – March, 2017**

**Summary of Program Highlights**

**Aquatics:**

- The Dragon Swim Team has completed their short course season with excellence. We are proud of the 17 swimmers who competed in the Short Course State Championship and the four swimmers who went on to Sectionals. Additionally, of the 75+ swimmers on the team, 52 qualified for the YMCA State meet and 24 went on to YMCA Regionals. Go Dragons!
- The Aquatics Department is currently making changes to our upper level swim lesson classes to help swimmers make a smooth transition between swim lessons and other programs that we offer in aquatics: YMCA Dragons Swim Team, Junior Lifeguard, Junior Swim Instructor, or even simply aquatic fitness.
- We hired a new Associate Aquatics Director, Ben Nevills, to help give direction and leadership to the pool staff. He comes to us from Chehalem Park and Rec with some 20 years of aquatics experience. We also hired five new lifeguards and three new instructors to meet increasing swim lesson and private lesson demand.

**Youth Development:**

- We wrapped up our biggest youth sports league of the year, basketball, and kicked off Spring Soccer. Over 100 kids participate in the soccer league, led by 20 volunteer coaches.
- In response to member request, youth dance programming will begin in May.
- The Teen Program Supervisor has been cultivating a group of invested teens, the Y Ambassadors. This group meets regularly to plan programs and events. To date, this group has grown the middle-school dance events from five attendees to 50, with growth at each event.

**Healthy Living:**

- Group Exercise offerings continue to adapt to the changing needs of our community. Since the beginning of the year we have increased the number of yoga and dance fitness classes.
- Because the Y is a SilverSneakers and Silver&Fit facility, we have been able to add new class offerings for older adults: BOOM Muscle and BOOM Mind are aimed at the active Baby Boomer, endorsed by SilverSneakers. We also successfully launched BollyXLIT, endorsed by Silver&Fit.
- A new evidence-based program has been added. This program, called A Matter of Balance, is an eight-week course which focuses on fall prevention. Unlike many of our classes, members in this course participate in discussion and education, rather than physical activity. This program is a Silver&Fit offering.
- Pickleball continues to grow, currently 85 members play each week. We continue to make adjustments to our gym schedule as we work to accommodate the many programs and members utilizing the space.

**Social Responsibility:**

- The Toastmasters, a group established at the Y, met weekly working to overcome the fear of public speaking.

- The Y provided 167 showers for guests of Hope Diner. The shelter had 564 bed stays for 112 unique individuals over the 21 operating nights. We are proud to participate in this service every winter.
- The Sherwood Pastors Group, an arm of our Y Campus Ministry, met every Thursday morning in the Conference room.
- Our partnership with the High School Transition Program continues successfully.
- In February we hosted a showing of the documentary *Screenagers*. Families watch the documentary and stayed to discuss the impact 'screen-time' is having on their children.
- We are preparing for the annual Healthy Kids Day event. We expect to welcome approximately 200 children and their families into the facility this day.

**Member Satisfaction:**

- We continued the OPEN-LINE member feedback survey. A monthly survey goes out to our members asking for simple feedback.

**Facility Update:**

- The new flooring was installed in the lower level of the facility, replacing carpet damaged in December.
- We partnered with Robin Hood Garden Club and Fellowship of Christian Athletes to update the plantings around the flag pole. Other smaller projects have been done around the facility improving the appearance of areas such as the main entrance, lower level restrooms, and lights throughout the facility.
- The flaking spots on the pool deck were repaired. We are currently getting bids to re-surface the stairs leading up to the water slide.

**Community Usage Report:**

Toastmasters	2 hours a week
Independence Academy daily	Weekly for 20 hours
Sherwood Ministerial Group- Y Campus Ministry	Weekly for 2 hours
Woodhaven HOA	1 hour monthly
Homeless ministry with St. Francis Hope's Diner	Sundays Nov 1 through March 31
Sherwood High School Swim Team	Daily swim practice through mid-February
Boy Scout Troop	Special overnight event
Cedar Creek Church- Youth Group	Special one-day event

All the above groups were given the okay by City Manager, Joe Gall.

**Membership:**

As of March 31, we have 2,970 units: approximately 8,720 individuals. This number does **NOT** include SilverSneakers and Silver and Fit members. Please see below for a breakdown.

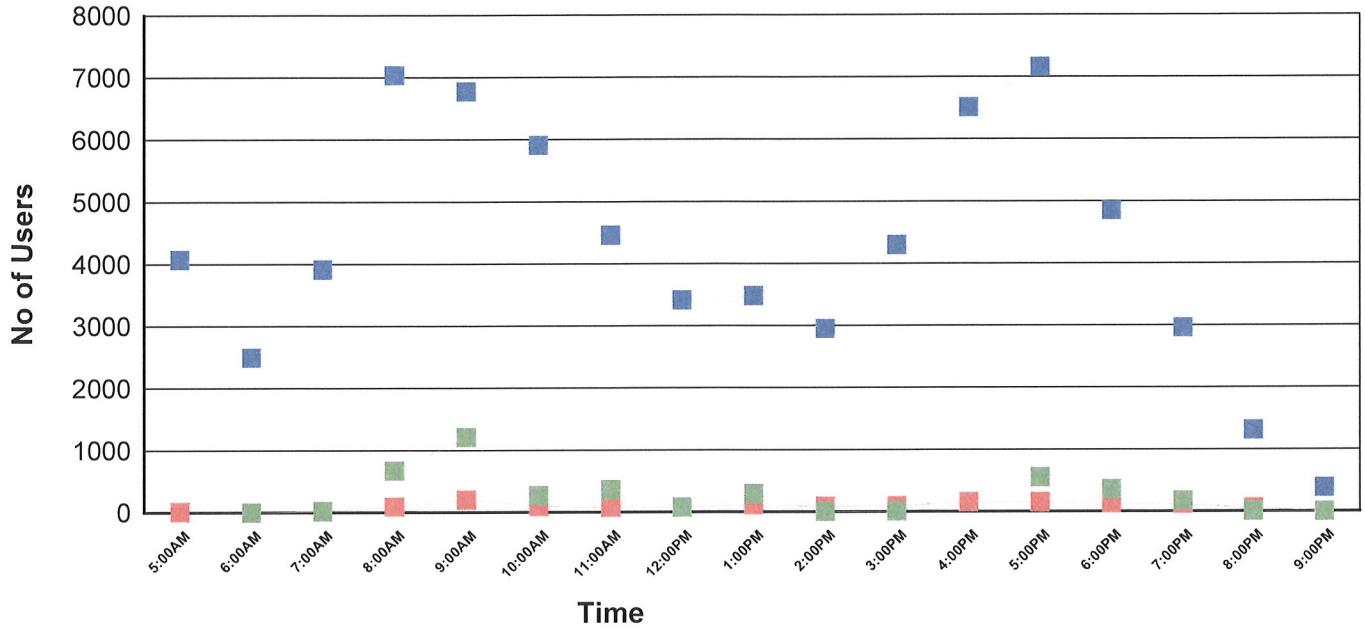
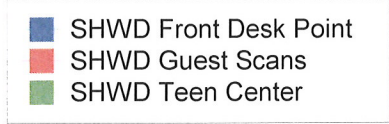
- 360 units received financial assistance (12.1%)
- 1,029 units are non-Sherwood residents, roughly 2,705 people (31%)
- 1,941 units are Sherwood residents, roughly 6,015 people (69%)
- 303 SilverSneaker®/Silver n Fit® members (residents)
- 500 SilverSneaker®/Silver n Fit® members (non-residents)

From January 1 through March 31, 2017, we had 77,439 member visits, and over 3000 non-members use the facility.

Below is the usage report for January 1 through March 31, 2017.



# Users per Scanned Station



Report Total: 77,439

<b>Sherwood Regional Family YMCA</b>			
<b>Financial Performance for First Quarter Ending March 31, 2017</b>			
	2017 Actual	2017 Budget	Variance
Contributions	\$ 7,767	\$ 7,019	\$ 748
Revenue	\$ <u>628,302</u>	\$ <u>630,019</u>	\$ (1,717)
<b>Total Revenue</b>	<b>\$ 636,069</b>	<b>\$ 637,038</b>	<b>\$ (969)</b>
Operating Expenses	\$ 491,549	\$ 549,162	\$ 57,613
Operating Income Before ASO Allocation and Depreciation	\$ 144,519	\$ 87,876	\$ (56,644)
Depreciation of Purchase Assets	\$ 38,049	\$ 37,358	\$ (691)
ASO Allocation	\$ 81,414	\$ 81,414	\$ 0
<b>Branch Net Income</b>	<b>\$ 25,056</b>	<b>\$ (30,896)</b>	<b>\$ 55,953</b>
2017 Financial Assistance Provided to Date			\$23,228
2017 Capital Expenditure Purchases to Date			\$0

### **Did you know?**

Father's Day in its present form was created at a meeting on June 6, 1910, at the Spokane, Washington, YMCA when Louise Smart Dodd petitioned the Spokane Ministerial Alliance to recognize and support Father's Day. They swiftly endorsed the idea and helped it spread, holding the first Father's Day celebration on June 19, 1910. President Wilson officially recognized Father's Day in 1916, President Coolidge recommended it in 1924, and in 1971 President Nixon and Congress issued proclamations and endorsements of Father's Day as a national tradition.

### **Story of Impact – Why we Campaign**

Christina's Story:

I started working for the Y shortly after my husband left for his third deployment. Our first born was only six months old and I had quit my current job to stay home with my baby. I was a member at the Y and had heard about a job opening in Child Watch. What a perfect job! I got to work, and still spend time with my baby boy. My husband was gone for a year. A few months after his return home, I left my job at the Y to pursue my college career.

After my second baby boy was born I found myself suffering with post-partum depression. I thought back to the time I was happiest, and immediately thought of the Y. I applied for a job opening in Child Watch again and have been working for the Y since December 2016. Now I'm happy serving the community, and providing parents with the ever-so-important break to go work out or enjoy quiet time in the lobby.

If I hadn't gotten the job at the Y again, it's hard to imagine where I'd be!

Respectfully submitted by,

Mark Burris  
 YMCA of Columbia-Willamette  
 Chief Operating Officer

Melody Danner  
 Sherwood Regional Family YMCA  
 Sr. Director, Facilities and Human Resources



**Sherwood Regional Family YMCA  
Operations Report  
Fourth Quarter Report – October - December 2016  
Summary of Program Highlights**

**Equipment Update:**

- The YMCA has purchased over \$90,000 in new equipment. The equipment arrived during the week of November 21, and consisted of: 4 Precor Treadmills, 3 Precor Steppers, 3 Precor Ellipticals, 2 Precor AMT's, 1 StepMill Gauntlet, and 1 Hoist Cable Cross. The YMCA has consistently purchased new equipment. As one loan expires, a new loan begins so that each year new equipment is purchased. We are excited to offer this opportunity for our members and guests.

**Aquatics:**

- The Dragon swim team continues to do well. Additional practice squads and dryland training have been added to accommodate the increase in swimmers. The team attends one to two meets per month and is preparing for the upcoming regional and state championship meets.
- Our swim lesson program continues to thrive; averaging over 250 kids a week, plus a successful private swim lessons program.
- Close to 100 adults each week continue to find wellness and community in waterfitness classes.
- We have welcomed a newly promoted Lifeguard Supervisor to work along-side our aquatics team.

**Youth Development:**

- Youth Basketball Leagues began in November. Nearly 300 three to eight year-olds are coached by 30 volunteers every week. The Y Blazers night is January 7, where league participants get to be inspired and enjoy the evening with their families.
- We continue to share our many programs and services such as dance, gymnastics, martial arts, rock climbing, movement and sports with the children and families in our community.
- During Christmas break 10 middle-school students learned the basics of babysitting through the Red Cross course.
- We have a great leadership team in place for our Youth Development Department. Scarlett Shodin has been promoted to Youth Development Program Director; she has hired a new Child Watch Supervisor and Teen and Sports Supervisor to fill vacancies.

**Healthy Living:**

- New Group Exercise offerings have been added to the 50+ classes offered each week, including two classes designed for youth and teens. These two classes encourage kids to be active, reducing the risk of childhood obesity.
- Pickle ball continues to grow. This quarter we added an additional day and, on a trial basis, an additional hour each day. In addition to being a fun way to stay active, we have found that pickle ball attracts people of all ages. It's typical to see twenty-somethings pairing up with the seventy-somethings for a match!
- National Initiatives Moving for Better Balance and Y Diabetes Prevention Program continue to improve the quality of life for individuals in our community.

- The Active Older Adult crew continues to be involved in- and outside the facility, with quarterly socials, lunches and get-togethers.

**Social Responsibility:**

- The Toastmasters, a group established at the Y, met weekly working to overcome the fear of public speaking.
- The Sherwood Pastors Group, an arm of our Y Campus Ministry, met every Thursday morning in the Conference room.
- The Sherwood High School Transition Program met daily. The students can be seen in and around the YMCA learning work and social skills. Two of the students volunteer at the Teen Center.
- During the Harvest Fest the Y opened up the doors to the community, for an afternoon of carnival games, Tent-or-Treats, and fun activities. Over ten community groups came together to make this event a success for the 200+ kids who attended.
- Breakfast with Santa, an annual tradition, was a success again this year. Forty-nine families enjoyed breakfast, crafts and pictures with Santa and Olaf.
- We are preparing to host a showing of the movie *Screenagers*; a documentary which dives deep into how technology impacts kids’ development and the challenges of parenting in the digital world.

**Member Satisfaction:**

- We continued the OPEN-LINE member feedback survey. A monthly survey goes out to our members asking for simple feedback.  
*Our Net experience score is 99.46%. The OPEN-LINE Net Experience Score is an index formulated to summarize the quality of specific experiences customers have with our organization. The goal is to attain and maintain a score of 100% in order to prompt, guide, and demonstrate continuous improvement. Our Net Experience Score improves as the number of problems decreases and the number of check-ins increases...so we are working to lower the number of problems our customers experience even as we send more check-ins to find issues to solve.*
- Attached are some comments in regards to YMCA service and programs in October - December.

**Facility Update:**

- The flaking portion of the pool deck was repaired.
- Due to a water leak in the maintenance area, the carpeting in the lower level had to be removed. None of the hardwood flooring was damaged. New flooring will be installed in January.

**Community Usage Report:**

Toastmasters	2 hours a week
Independence Academy daily	Weekly for 20 hours
Sherwood Ministerial Group- Y Campus Ministry	Weekly for 2 hours
Volkswalkers	Weekly for 2 hours
Woodhaven HOA	1 hour monthly
Homeless ministry with St. Francis Hope’s Diner	Sundays since November 1
Sherwood High School Swim Team	Daily swim practice

All the above groups were given the okay by City Manager, Joe Gall.



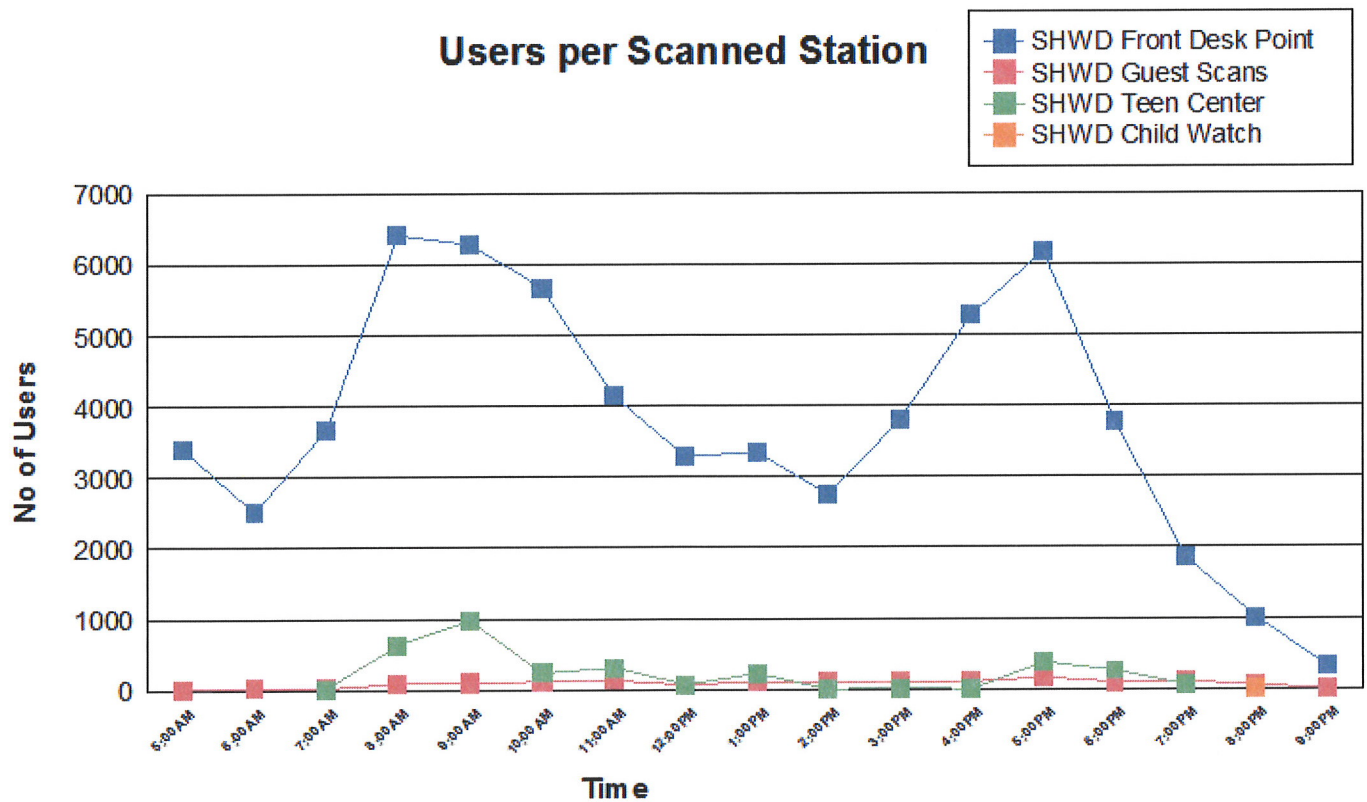
**Membership:**

As of December 31, we have 2,790 units: approximately 8,273 individuals. This number does **NOT** include SilverSneakers and Silver and Fit members. Please see below for a breakdown.

- 402 units received financial assistance (14.4%)
- 905 units are non-Sherwood residents, roughly 2,420 people (32%)
- 1,885 units are Sherwood residents, roughly 5,853 people (68%)
- 345 SilverSneaker®/Silver n Fit® members (residents)
- 605 SilverSneaker®/Silver n Fit® members (non-residents)

From October 1 - December 31, 2016, we had 68,239 member visits, and over 3000 non-members use the facility.

Below is the usage report for October 1 - December 30, 2016



Report Total: 68,239

# Sherwood Regional Family YMCA

Financial Performance for Year Ending December 31, 2016

	<b>2016 Actual</b>	<b>2016 Budget</b>	<b>Variance</b>
Contributions and Fundraising events	\$ 93,625	\$ 80,550	\$ 13,075
Revenue	<u>\$ 2,363,652</u>	<u>\$ 2,387,271</u>	<u>\$ (23,619)</u>
<b>Total Revenue</b>	<b>\$ 2,457,277</b>	<b>\$ 2,467,821</b>	<b>\$ (10,544)</b>
Operating expenses	<u>\$ 2,561,006</u>	<u>\$ 2,532,004</u>	<u>\$ 29,002</u>
<b>Operating Income</b>	<b>\$ (103,729)</b>	<b>\$ (64,183)</b>	<b>\$ (39,546)</b>
<b>2016 Financial Assistance Provided</b>			<b>\$ 326,462</b>
<b>2016 Capital Expenditure Purchases</b>			<b>\$ 163,672</b>

## Did You Know?

You may know that basketball was invented by YMCA teacher, James Naismith. But did you know that four years later, William G. Morgan (1870-1942)—another Bay State YMCA teacher— developed volleyball as a less-demanding alternative to Naismith's flourishing indoor sport.

## Story of Impact – Why we Campaign

Rachel Kemp is a Barre and cycling instructor at the YMCA. She consistently inspires her students to overcome physical and mental barriers to achieve more than they believed possible. On this day her students returned that inspiration. "As with any group fitness class, I let students know that I will always offer options for the exercise so they can cater it to how they feel and what their body is able to do. I have a woman in Barre class who is a regular and she always does her best. One day, I challenged the group to doing an elevated push up with their feet on the barre and their hands on the floor. She was visibly shaken by the idea.

"So I walked over to tell her the other options. She stopped me and said, 'No, I turn 70 tomorrow and I've never done anything like this. I want to try.' I helped her get her feet up on the barre and at this point all the other ladies had circled around to support her. Then, we all cheered as she did a push up! She did it! She was so proud! It was such an amazing moment to see her beaming with joy, amazed at herself and her body. She walked out of class so much taller and ready to conquer her 70th year.

Respectfully submitted by, Mark Daniel  
Sherwood Regional Family YMCA Board of Managers, Chair

Mark Burris  
YMCA of Columbia-Willamette, Chief Operating Officer

Melody Danner  
Sherwood Regional Family YMCA  
Sr. Director, Facilities and Human Resources

**THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE**

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**FINANCIAL STATEMENTS**

**for the year ended December 31, 2016**

**WITH**

**INDEPENDENT AUDITOR'S REPORT**

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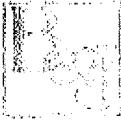
**THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE**

**(an Oregon non-profit organization)**



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**Bashar & Johnson, P.C.**  
**CERTIFIED PUBLIC ACCOUNTANTS**

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## INDEPENDENT AUDITOR'S REPORT

To the Board of Trustees  
The Young Men's Christian Association  
of Columbia-Willamette  
Portland, Oregon

We have audited the accompanying financial statements of The Young Men's Christian Association of Columbia-Willamette which comprise the statement of financial position as of December 31, 2016, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Young Men's Christian Association of Columbia-Willamette as of December 31, 2016, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

*Bashar & Johnson, P.C.*

Beaverton, Oregon  
March 31, 2017

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

STATEMENT OF FINANCIAL POSITION

December 31, 2016  
(with comparative totals as of December 31, 2015)

ASSETS	Unrestricted	Temporarily Restricted	Permanently Restricted	Totals	
				2016	2015
Cash (Note 3)	\$ 2,252,555	\$ -	\$ -	\$ 2,252,555	\$ 1,292,995
Investments (Notes 5 and 7)	933,763	777,233	356,000	2,066,996	2,014,619
Note receivable (Notes 6 and 13)	11,988,600	-	-	11,988,600	11,988,600
Accounts receivable, net of allowance for doubtful accounts \$99,705 (Notes 10 and 11)	421,676	-	-	421,676	251,750
Unconditional promises to give, net of allowance for uncollectible promises of \$19,294	-	-	-	-	1,019
Unconditional promises to give to capital projects, net of allowance for uncollectible promises of \$184,058 and discount of \$65,446 to net present value (Notes 8, 12 and 13)	131,555	343,320	-	474,875	564,774
Due from (to) net assets	(262,861)	262,861	-	-	-
Inventories (Note 11)	13,640	-	-	13,640	28,007
Prepaid expenses and deposits	148,105	-	-	148,105	691,316
Land, buildings and improvements, furniture and equipment, net (Notes 9, 10, and 11)	7,798,415	-	-	7,798,415	7,939,926
Construction in progress (Notes 9, 10 and 12)	21,646	163,978	-	185,624	32,600
NMYC capitalized costs (Notes 13 and 23)	38,392	-	-	38,392	51,189
<b>TOTAL ASSETS</b>	<b>\$ 23,485,486</b>	<b>\$ 1,547,392</b>	<b>\$ 356,000</b>	<b>\$ 25,388,878</b>	<b>\$ 24,856,795</b>
<b>LIABILITIES</b>					
Line of credit advance (Note 10)	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts payable	453,518	-	-	453,518	489,166
Accrued liabilities	1,520,274	-	-	1,520,274	1,679,268
Capital lease obligations	-	-	-	-	44,244
Due to custodial funds (Note 19)	78,496	-	-	78,496	64,990
Deferred revenues:					
Memberships	79,369	-	-	79,369	81,542
Camp and winter program revenues	1,059,996	-	-	1,059,996	1,009,103
Note payable (Notes 11 and 12)	2,646,236	-	-	2,646,236	2,791,244
Deferred gain - Clark Community Center (Notes 13, 21 and 23)	1,199,547	-	-	1,199,547	1,230,128
Deferred development fees (Notes 4, 13 and 23)	1,914,500	-	-	1,914,500	1,914,500
<b>TOTAL LIABILITIES</b>	<b>8,951,936</b>	<b>-</b>	<b>-</b>	<b>8,951,936</b>	<b>9,304,185</b>
Commitments and contingencies (Notes 17 and 18)	-	-	-	-	-
<b>NET ASSETS</b>					
Net assets - Unrestricted	14,533,550	-	-	14,533,550	13,667,914
Net assets - Temporarily restricted (Note 14)	-	1,547,392	-	1,547,392	1,528,696
Net assets - Permanently restricted (Note 15)	-	-	356,000	356,000	356,000
<b>TOTAL NET ASSETS</b>	<b>14,533,550</b>	<b>1,547,392</b>	<b>356,000</b>	<b>16,436,942</b>	<b>15,552,610</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 23,485,486</b>	<b>\$ 1,547,392</b>	<b>\$ 356,000</b>	<b>\$ 25,388,878</b>	<b>\$ 24,856,795</b>

The accompanying notes are an integral part of the financial statements.

**THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE**

**STATEMENT OF ACTIVITIES**

for the year ended December 31, 2016

(with comparative totals for the year ended December 31, 2015)

	Unrestricted	Temporarily Restricted	Permanently Restricted	Totals	
				2016	2015
<b>Public support and revenue:</b>					
Public support:					
General contributions	\$ 830,256	\$ 3,400	\$ -	\$ 833,656	\$ 890,359
Special fundraising	332,429	-	-	332,429	375,347
Capital contributions	24,765	212,500	-	237,265	91,137
<b>Total public support</b>	<b>1,187,450</b>	<b>215,900</b>	<b>-</b>	<b>1,403,350</b>	<b>1,356,843</b>
<b>Revenue:</b>					
Government fees and grants	132,458	-	-	132,458	74,506
Membership dues	3,264,907	-	-	3,264,907	2,909,626
Program service fees	19,394,889	-	-	19,394,889	17,748,710
Sale of merchandise	108,262	-	-	108,262	95,605
Investment income (Note 5)	219,682	34,264	-	253,946	147,166
Facility rentals	845,501	-	-	845,501	780,465
Gain on sale of fixed assets	1,652	-	-	1,652	10,233
Amortization - deferred gain C.C.C.	30,581	-	-	30,581	30,581
Miscellaneous revenues	213,426	-	-	213,426	278,936
<b>Total revenue</b>	<b>24,211,358</b>	<b>34,264</b>	<b>-</b>	<b>24,245,622</b>	<b>22,075,828</b>
Net assets released from restrictions	231,468	(231,468)	-	-	-
<b>Total public support and revenue</b>	<b>25,630,276</b>	<b>18,696</b>	<b>-</b>	<b>25,648,972</b>	<b>23,432,671</b>
<b>Expenses:</b>					
Program services:					
Youth Development	16,817,360	-	-	16,817,360	15,510,804
Healthy Living	5,011,981	-	-	5,011,981	4,770,918
Social Responsibility	96,052	-	-	96,052	146,374
<b>Total program services</b>	<b>21,925,393</b>	<b>-</b>	<b>-</b>	<b>21,925,393</b>	<b>20,428,096</b>
Supporting services:					
Management and general	2,452,649	-	-	2,452,649	2,075,586
Fund raising	386,420	-	-	386,420	344,568
<b>Total supporting services</b>	<b>2,839,069</b>	<b>-</b>	<b>-</b>	<b>2,839,069</b>	<b>2,420,154</b>
<b>Total expenses</b>	<b>24,764,462</b>	<b>-</b>	<b>-</b>	<b>24,764,462</b>	<b>22,848,250</b>
Change in net assets	865,814	18,696	-	884,510	584,421
Net assets, beginning of year	13,667,914	1,528,696	356,000	15,552,610	14,968,663
Transfers to YMCACW (Note 13)	(178)	-	-	(178)	(474)
<b>Net assets, end of year</b>	<b>\$ 14,533,550</b>	<b>\$ 1,547,392</b>	<b>\$ 356,000</b>	<b>\$ 16,436,942</b>	<b>\$ 15,552,610</b>

The accompanying notes are an integral part of the financial statements.



**YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE**

**STATEMENT OF FUNCTIONAL EXPENSES  
for the year ended December 31, 2016  
(with comparative totals for the year ended December 31, 2015)**

	Program Services			Supporting Services			Totals		
	Youth Development	Healthy Living	Social Responsibility	Total Programs Services	Management and General	Fund Raising	Total Supporting Services	2016	2015
Salaries	\$ 9,430,294	\$ 2,068,388	\$ 77,987	\$ 11,576,669	\$ 1,052,041	\$ 182,144	\$ 1,234,185	\$ 12,810,854	\$ 11,867,352
Employee benefits	810,165	167,353	3,749	981,267	126,801	19,085	145,886	1,127,153	1,084,039
Payroll taxes	1,213,143	265,547	10,199	1,488,889	157,407	21,381	178,788	1,667,677	1,365,239
<b>Total salaries and related expenses</b>	<b>11,453,602</b>	<b>2,501,288</b>	<b>91,935</b>	<b>14,046,825</b>	<b>1,336,249</b>	<b>222,610</b>	<b>1,558,859</b>	<b>15,605,684</b>	<b>14,316,630</b>
Professional fees and contracts	463,948	257,844	-	721,792	308,953	23,943	332,896	1,054,688	842,792
Supplies	1,264,705	275,905	684	1,541,294	21,290	73,696	94,986	1,636,280	1,580,395
Telephone	146,910	99,382	-	246,292	28,697	1,714	30,411	276,703	272,830
Postage and shipping	29,210	11,906	-	41,116	19,274	482	19,676	60,792	62,124
Occupancy	1,984,403	1,150,617	-	3,135,020	287,283	-	287,283	3,422,303	3,346,881
Repairs and maintenance	54,169	197,632	-	251,801	22,399	1,345	23,744	275,545	251,896
Printing and advertising	75,827	60,616	-	136,443	6,108	32,411	38,519	174,962	194,964
Transportation	293,120	52,123	-	345,243	35,220	11,542	46,762	392,005	353,329
Conferences, meetings, and training	73,929	19,824	1,946	94,899	34,191	11,574	45,765	140,664	117,538
Membership dues	233,875	82,209	-	316,084	9,285	582	9,787	325,871	296,620
Miscellaneous expenses	72,660	24,799	1,487	98,946	199,634	6,577	206,211	305,157	132,905
Financing costs	278,911	102,476	-	381,387	112,118	24	112,142	493,529	438,429
<b>Total expenses before depreciation and amortization</b>	<b>16,425,271</b>	<b>4,835,821</b>	<b>96,052</b>	<b>21,357,144</b>	<b>2,420,621</b>	<b>386,420</b>	<b>2,807,041</b>	<b>24,164,185</b>	<b>22,206,534</b>
Depreciation	392,089	176,160	-	568,249	13,123	-	13,123	581,372	622,811
Amortization	-	-	-	-	18,905	-	18,905	18,905	18,905
<b>Total expenses</b>	<b>\$ 16,817,360</b>	<b>\$ 5,011,981</b>	<b>\$ 96,052</b>	<b>\$ 21,925,393</b>	<b>\$ 2,452,649</b>	<b>\$ 386,420</b>	<b>\$ 2,839,069</b>	<b>\$ 24,764,462</b>	<b>\$ 22,848,250</b>

The accompanying notes are an integral part of the financial statements.

**THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE**

**STATEMENT OF CASH FLOWS**

**for the year ended December 31, 2016**

**CASH FLOWS FROM OPERATING ACTIVITIES:**

Cash received from members, donors, customers, grants, and programs	\$ 25,165,992
Cash paid to employees, suppliers, grants, and program recipients	(23,141,231)
Interest and dividends received	187,619
Interest paid	<u>(493,505)</u>
Net cash provided by operating activities	<u>1,718,875</u>

**CASH FLOWS FROM INVESTING ACTIVITIES:**

Net decrease in investments	13,950
Net proceeds from sale of assets	1,652
Additions to land, buildings and improvements, furniture and equipment, and construction in progress	<u>(598,993)</u>
Net cash used by investing activities	<u>(583,391)</u>

**CASH FLOWS FROM FINANCING ACTIVITIES:**

Decrease in capital lease obligations	(44,244)
Increase in custodial fund	13,506
Repayments on notes payable	(145,008)
Transfers to YMCACW	<u>(178)</u>
Net cash used by financing activities	<u>(175,924)</u>

Increase in cash	959,560
Cash, beginning of year	<u>1,292,995</u>
<b>Cash, end of year</b>	<u><u>\$ 2,252,555</u></u>

The accompanying notes are an  
integral part of the financial statements

**THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE**

**STATEMENT OF CASH FLOWS - Continued**

**for the year ended December 31, 2016**

<b>Change in net assets</b>	\$ 884,510
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:	
Depreciation expense	581,372
Amortization expense	18,905
Net unrealized investment losses	(66,327)
Gain on sale of fixed assets	(1,652)
Amortization - deferred gain C.C.C.	<u>(30,581)</u>
	1,386,227
Changes in assets, deferred charges, liabilities and deferred revenues:	
Increase in accounts receivable	(169,926)
Decrease in unconditional promises to give	1,019
Decrease in unconditional promises to give to a capital project	89,899
Decrease in inventories	14,367
Decrease in prepaid expenses and deposits	543,211
Decrease in accounts payable	(35,648)
Decrease in accrued liabilities	(158,994)
Increase (decrease) in deferred revenues:	
Memberships	(2,173)
Camp and winter program revenues	<u>50,893</u>
<b>Net cash provided by operating activities</b>	\$ <u>1,718,875</u>

The accompanying notes are an  
integral part of the financial statements

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS

1. **The Association and Summary of Significant Accounting Policies:**

The Young Men's Christian Association of Columbia-Willamette is incorporated under provisions of the Oregon Non-Profit Corporation Act. The Association is a member of the National Young Men's Christian Association. The purpose of the Association is to significantly improve and positively influence conditions which affect the quality of life for members, families and the community. Emphasis is placed on the whole person through programs and activities that develop physical, mental, spiritual and social well-being.

The following is a summary of the significant accounting policies of the Association:

**Inventories**

Inventories are stated at cost on a first-in, first-out basis.

**Land, Buildings and Improvements, Furniture and Equipment**

Land, buildings and improvements, furniture and equipment acquired by the Association are stated at cost. Donated assets are recorded at their fair market value on the date received. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets. Maintenance and repairs are charged to operations as incurred; expenditures for additions, improvements and replacements are capitalized.

**Deferred Memberships**

The Association collects membership fees in advance and recognizes revenues from these fees in the period to which they apply.

**Deferred Camp and Program Expenses and Revenues**

Substantially all winter camp activities occur subsequent to December 31. Accordingly, all revenues connected with winter and spring camps and winter programs are deferred until the new fiscal year beginning on January 1 in order to provide a consistent presentation of camp and program revenues and expenses.



THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

1. **The Association and Summary of Significant Accounting Policies, Continued:**

**Promises to Give**

Contributions are recognized when the donor makes a promise to give to the Association that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

The Association uses the allowance method to determine uncollectible unconditional promises receivable. The allowance is based on prior years' experience and management's analysis of specific promises made.

**Contributions**

The Association records contributions received as unrestricted, temporarily restricted, or permanently restricted net assets depending on the existence or nature of any donor restrictions.

**Donated Assets and Services**

Donated assets are reflected as contributions in the accompanying financial statements at their estimated values at date of receipt. No amounts have been reflected in the statements for donated services as no objective basis is available to measure the value of such services; however, a substantial number of volunteers have donated significant amounts of their time to the Association's program services and in its fund-raising campaigns.

**Financial Statement Presentation**

The Association reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

**Investments**

Investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Investment income and gains restricted by a donor are reported as increases in unrestricted net assets if the restrictions are met (either by passage of time or by use) in the reporting period in which the income and gains are recognized.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

1. **The Association and Summary of Significant Accounting Policies, Continued:**

**Income Taxes and Uncertain Tax Positions, continued**

The Association is not aware of any uncertain tax positions. If there were any uncertain tax positions, the Association would account for them using the provisions of ASC 740. The tax years subject to audit are 2014, 2015 and 2016.

**Functional Allocation of Expenses**

The costs of providing the Association's various programs and supporting services have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from estimates.

**Cash Flows**

For purposes of the statement of cash flows, the Association considers cash and short-term investments with maturities of three months or less to be cash.

**Advertising**

Advertising expense aggregated \$144,423 for the year ended December 31, 2016.

**Date of Management's Review**

Management has evaluated subsequent events through March 31, 2017, the date on which the financial statements are available to be issued.

**Reclassifications**

Certain amounts in the 2015 comparative totals of the accompanying financial statements have been reclassified to conform to 2016 presentation. The 2015 reclassifications had no effect on previously reported net assets of the Association.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

2. **Functional Services:**

**Program Services**

The following is a description of the functional services provided by the Association: The general program thrust of the Association is to put the Christian principles of love, respect, honesty, responsibility and service into practice through programs that build a healthy spirit, mind and body for all. Financial assistance, including scholarships and reduced fees, is made available to program participants whenever possible.

**For Youth Development**

Because the Association believes that all kids deserve the opportunity to discover who they are and what they can achieve, it focuses existing programs for children and teens to more clearly cultivate the values, skills and relationships that lead to positive behaviors, better health and educational achievement.

**Child Care** programs and services strive to provide a nurturing atmosphere that stimulates learning, celebrates individuality, promotes self-esteem and encourages social interactions based upon the Association's mission.

Programs encourage children to make their own choices. The Association provides opportunities for each child to grow as a complete person – artistically, physically, socially, mentally and spiritually.

**Youth Sports** programs provide activities that stress fair play and teamwork, increase a youth's physical abilities and develop self-confidence, self-respect and interpersonal relationships. Youth sports include recreational, semi-competitive and competitive options for kids of all ages. All youth activities incorporate the Y's core values of love, respect, honesty, responsibility and service.

**YMCA Camp Collins** provides an excellent range of adventure programming, exceptional facilities, outstanding service and abundant opportunities for outdoor exploration. It allows children and teens the opportunity to explore a rich wonderland of creative learning experiences, form new friendships and create life-long memories in a values-based environment.

**For Healthy Living**

Because the Association believes it has a responsibility to make a positive and measurable impact on the community's health, it directly leverages a mission, centered on the balance of spirit, mind, and body to strengthen and expand program offerings that bring families closer together, encourage healthy lifestyles, and foster connections with others.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

2. **Functional Services, Continued:**

**Health and Wellness** programs are designed to develop and maintain the well-being of participants through life-long programs that promote a healthy lifestyle. Activities are provided to support mental, physical and spiritual health. Participation in the Association's health and wellness programs offer opportunities for friendship and community, a sense of well-being, self-confidence and improved mental abilities and cognition.

**For Social Responsibility**

Because the Association believes in fostering the care and respect of all people in need, it thoughtfully listens and aggressively responds to communities' most critical social needs.

**Open to All:** The Association welcomes individuals from all incomes, ages, and abilities. The YMCA serves tens of thousands of people in diverse communities within the Columbia-Willamette area. The Association brings together young and old, men and women, people of all faiths, backgrounds and incomes. Last year the Association provided \$1.53 million in scholarships, underwritten or sponsored programs, and services for children, youth and families.

**Supporting Services**

**Management and General** services provide the necessary developmental, organizational, and management support for the effective operation of programs.

3. **Cash:**

The Association utilizes a "revolving fund" checking account for unrestricted and some temporarily restricted net assets. The Association also maintains a separate bank account for funds given to capital projects. The following is a summary of cash balances by net assets as of December 31, 2016:

Unrestricted net assets	\$2,252,555
Temporarily restricted net assets	<u>          -</u>
	<u>\$2,252,555</u>

4. **Fund Raising:**

During the year ended December 31, 2016, the Association fund raising expenses aggregated \$386,420, and are reflected in the total supporting services.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

5. **Investments:**

Investments are stated at fair value and consist of U.S. Treasury notes, equity and debt securities. Fair values as of December 31, 2016 are summarized as follows:

	<u>Fair Values</u>
<u>Unrestricted:</u>	
General investments	\$ <u>933,763</u>
<u>Temporarily Restricted:</u>	
Youth activities and summer camp programs	280,898
Scholarships and awards	193,273
Hebert Trust	<u>303,062</u>
	<u>777,233</u>
<u>Permanently Restricted:</u>	
Palmer fund	355,000
Tindolph fund	<u>1,000</u>
	<u>356,000</u>
Totals	\$ <u>2,066,996</u>

Reported in the accompanying statement of financial position under the following captions:

Investments	\$ <u>2,066,996</u>
-------------	---------------------

The aggregate fair value of investments by major types is as follows:

Money market funds	\$ 24,572
U.S. treasury notes	444,029
State and municipal	26,570
Corporate bonds	407,333
Foreign issues	24,954
Mutual funds	302,324
Accrued interest	7,043
Pooled investment funds maintained by:	
The Oregon Community Foundation	<u>830,171</u>
	<u>\$2,066,996</u>



THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

**5. Investments, Continued:**

The pooled investment fund assets are invested in debt and equity securities, and are carried at fair market value. Income earned by the pooled investment funds are distributed to the Association based on a reasonable rate of return as determined by the board of directors of the foundations. Additional distributions from the funds can be requested by the Association.

During the year ended December 31, 2016, investment income aggregated \$253,946 and consists of the following:

Interest and dividends	\$ 196,084
Net realized loss	(10,511)
Net unrealized gain	76,838
Fees and expenses	<u>(8,465)</u>
Total investment income	<u>\$ 253,946</u>

**6. Note Receivable:**

Note receivable from YMCACW INVESTMENT FUND, LLC. The note was issued December 26, 2012 pursuant to the terms of a "Fund Loan Agreement". As collateral for the loan the Association has a security membership interest in two investment funds owned by YMCACW INVESTMENT FUND, LLC. The two funds include 1)NCIF New Markets Capital Fund X CDE, LLC (collateralized by 99.99% membership interest) and 2)Wells Fargo Community Development Enterprise Round 9 Subsidiary 1, LLC (collateralized by 100% membership interest). Interest only payments at 1.3978% per annum on the note are due quarterly in arrears. In addition, a onetime principal payment of \$1,107,999 is due December 31, 2019. The note matures October 1, 2042.

\$11,988,600

Future principal collections on the note receivable as of December 31, 2016 are as follows:

Years	Amount
2017	\$ -
2018	-
2019	1,107,999
2020	400,111
2021	409,646
2022	415,402
2023	421,239
Subsequent years	<u>9,234,203</u>
	<u>\$11,988,600</u>

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

7. **Fair Value Measurement:**

FASB ASC 820 establishes a framework for measuring fair value, clarifies the definition of fair value and expands disclosures about fair-value measurements. FASB ASC 820 defines fair value as the price that would be received to sell an asset, or paid to transfer a liability. Fair value is a market-based measurement that should be determined using assumptions that market participants would use in pricing an asset or liability. FASB ASC 820 establishes a valuation hierarchy for disclosure of fair value measurements. The categorization within the valuation hierarchy is based on the lowest level of input that is significant to the fair value measurement. The categories within the valuation hierarchy are described below:

Level 1 – Financial instruments with quoted prices in active markets for identical assets or liabilities. The Association's level 1 financial instruments consist of U.S. Treasury notes, corporate bonds, money market funds, mutual funds and common stock.

Level 2 – Financial instruments with quoted prices in active markets for similar assets or liabilities. Level 2 fair value measurements are determined using either prices for similar instruments or inputs that are either directly or indirectly observable, such as interest rates. The Association does not have any financial assets or liabilities being measured at fair value that are classified as level 2 financial instruments.

Level 3 – Inputs to the fair value measurements are unobservable inputs or valuation techniques. The Association's level 3 financial instruments include pooled investment funds.

A summary of financial assets measured at fair value is as follows:

Assets	Total at <u>December 31, 2016</u>	Quoted Price in Active Market <u>(Level 1)</u>	Significant Observable Inputs <u>(Level 2)</u>	Significant Unobservable Input <u>(Level 3)</u>
Money market funds	\$ 24,572	\$ 24,572	\$ -	\$ -
U.S. treasury notes	444,029	444,029	-	-
State and municipal bonds	26,570	26,570	-	-
Corporate bonds	407,333	407,333	-	-
Foreign issues	24,954	24,954	-	-
Mutual funds	302,324	302,324	-	-
Accrued interest	7,043	7,043	-	-
Pooled investment funds	<u>830,171</u>	<u>-</u>	<u>-</u>	<u>830,171</u>
Total assets at fair value	<u>\$2,066,996</u>	<u>\$1,236,825</u>	<u>\$ -</u>	<u>\$ 830,171</u>

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

**7. Fair Value Measurement, Continued:**

The following table sets forth a summary of changes in fair value of the Level 3 assets for the year ended December 31, 2016:

	<u>Pooled Investment Funds</u>
Balance, beginning of year	\$823,650
Interest and dividends	7,179
Net realized gain	7,053
Net unrealized gain	38,176
Fees and expenses	(6,987)
Disbursements	<u>(38,900)</u>
Balance, end of year	<u>\$830,171</u>

**8. Capital Development Projects:**

The Association has capital fund raising campaigns. Contributions to the projects are recorded as temporarily restricted until the funds are utilized for the donors' specific purpose.

**CAMP COLLINS CAPITAL PROJECT:**

In 2011 the Association realigned a general capital campaign begun in 1999 to raise funds for improvements on its Camp Collins property located along the Sandy River, in Oregon, to focus on replacement of the camp's meeting lodge and expansion of its dining hall.

**CLARK COUNTY FAMILY YMCA CAPITAL PROJECT:**

In 2011 the Association began a capital campaign to raise funds for expansion and improvements on its Clark County Family YMCA property located in Vancouver, Washington to add a swimming pool, an indoor running track, a teen center and additional exercise and meeting space to expand its capacity and services to the community.

The unconditional promises to give to the capital project due in subsequent years have been discounted to their present value based on their estimated future cash flow at a discount rate of 4%.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

**8. Capital Development Projects, Continued:**

Unconditional promises to give to the Camp Collins and Clark County Family YMCA capital projects are due as follows:

	<u>Camp Collins</u>	<u>Clark County YMCA</u>	<u>Total</u>
Due in one year	\$ 52,200	\$ 30,179	\$ 82,379
Due in two to five years	<u>445,000</u>	<u>200,000</u>	<u>645,000</u>
Total unconditional promises to give to capital projects	<u>\$ 497,200</u>	<u>\$ 230,179</u>	727,379
Less allowance for uncollectible promises			(184,058)
Less discount to net present value, 4%			<u>(68,446)</u>
Balance December 31, 2016 (pledged)			<u>\$ 474,875</u>

**9. Land, Buildings and Improvements, Furniture and Equipment:**

Land, buildings and improvements, furniture and equipment consist of the following as of December 31, 2016:

	<u>Cost</u>	<u>Accumulated Depreciation</u>	<u>Net Book Value</u>
Land	\$ 459,979	\$ -	\$ 459,979
Buildings and improvements	12,881,381	6,103,344	6,778,037
Furniture and equipment	<u>5,212,756</u>	<u>4,652,357</u>	<u>560,399</u>
	<u>\$18,554,116</u>	<u>\$10,755,701</u>	<u>\$ 7,798,415</u>
Construction in progress	<u>\$ 185,624</u>	<u>\$ -</u>	<u>\$ 185,624</u>

Buildings and improvements include \$1,630,000 held in a charitable remainder trust in 2014 (see Note 10).

Estimated service lives for depreciation purposes are as follows:

<u>Asset Category</u>	<u>Estimated Service Lives</u>
Buildings and improvements	20 - 40 Years
Furniture and equipment	3 - 7 Years

Depreciation expense aggregated \$581,372 for the year ended December 31, 2016.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

**10. Line of Credit Advance:**

The Association has a \$750,000 revolving line of credit agreement with a bank. Interest is payable monthly at the bank's prime rate (maturity date May 1, 2017). As of December 31, 2016, the Association line was unused.

Per the terms of the line of credit agreement, the Association has pledged certain real property, equipment, receivables, and intangibles of the Association as collateral for this line of credit.

**11. Note Payable:**

Note Payable to bank, due in monthly installments of \$12,084, at the bank's one month LIBOR rate plus 2.75% (2.99375% as of December 31, 2016); collateralized by real property at 2992 SE Monroe St., 3001 SE Oxbow Parkway, accounts receivable, general intangibles, inventory and equipment; maturity April 1, 2022. 50% of the principal is covered by a fixed rate swap agreement. (See Note 12)

\$2,646,236

Future principal maturities on the note as of December 31, 2016 are as follows:

2017	\$ 145,008
2018	145,008
2019	145,008
2020	145,008
2021	145,008
Thereafter	<u>1,921,196</u>
Totals	<u>\$ 2,646,236</u>

**12. Interest Rate Swap Agreement**

The Association entered into an interest rate swap agreement on April 1, 2015 with Wells Fargo Bank (see Note 11). The interest rate swap agreement is designated as a cash flow hedge. The agreement tied at least 50% of the Note Payable to a fixed rate of 4.73%. When market swap rates are below the contractual swap rate, the fixed rate payer (YMCA of Columbia-Willamette) has a negative mark-to-market and when the market swap rates are above the contractual swap rate, the fixed rate payer has a positive mark-to-market. The agreement is effective until April 1, 2022. As of December 31, 2016, there was no negative mark-to-market.



THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

13. **YMCACW CLARK COMMUNITY CENTER (a Related Entity):**

During the year ended December 31, 2012 the Association formed, YMCACW Clark Community Center "YMCACW". The purpose of YMCACW is to serve as IRS Code Section 509(a)(3) supporting organization for the Young Men's Christian Association of Columbia-Willamette. The YMCACW is participating in a New Markets Tax Credits (NMTC) transaction in accordance with IRS Code Section 45D to facilitate financing for the expansion and construction of additional facilities for an existing YMCA family and community center located in Vancouver, Washington. In order to fund the facility expansion utilizing a new leveraged loan including NMTC, the Association redeemed bonds payable aggregating \$2,595,000 on the existing building in 2012 and then sold the land and building to YMCACW.

During the year ended December 31, 2014 YMCACW completed the project.

The following is a summary of financial information of YMCACW:

**STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2016**

**ASSETS**

Cash	\$ 228,220
Cash held for NMTC fees	<u>113,500</u>
	<u>341,720</u>
Land	1,359,405
Land improvements	14,171
Buildings	4,640,041
Buildings-expansion	<u>10,510,731</u>
	16,524,348
Less accumulated depreciation	<u>(1,117,967)</u>
	<u>15,406,381</u>
Total assets	<u>\$15,748,101</u>

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

13. **YMCACW CLARK COMMUNITY CENTER (a Related Entity) Continued:**

**LIABILITIES**

Accrued liabilities	\$ 56,900
Notes payable	<u>16,760,000</u>
Total liabilities	<u>16,816,900</u>

**NET DEFICIT**

Net deficit	(1,068,799)
Total liabilities and net deficit	<u>\$15,748,101</u>

The Association has guaranteed significantly all obligations and commitments of YMCACW.

**STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2016**

Revenues – rental income	\$ <u>171,020</u>
Expenses	
NCIF asset management and professional fees	30,178
Depreciation expense	379,124
Miscellaneous expense and bank service fees	936
Interest expense	<u>167,600</u>
	<u>577,838</u>
Decrease in net assets	(406,818)
Net deficit, beginning of year	(662,159)
Net assets transferred from YMCA	<u>178</u>
Net deficit, end of year	<u>\$ (1,068,799)</u>

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

**14. Temporarily Restricted Net Assets:**

Temporarily restricted net assets are available for the following purposes and needs as of December 31, 2016:

<u>Temporarily Restricted Endowment</u>	
Youth activities and summer camp programs	\$ 280,898
Scholarships and memorials	<u>193,273</u>
Temporarily Restricted Endowment	474,171
<u>Capital and Operations Items</u>	
Camp Collins and Clark Capital Projects	451,737
Hebert Trust	303,062
Other	<u>318,422</u>
	<u>\$1,547,392</u>

Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets. Temporarily restricted net assets released to unrestricted net assets for the year ended December 31, 2016, aggregated \$231,468.

**15. Permanently Restricted Net Assets:**

Permanently restricted net assets consist of the following as of December 31, 2016:

Palmer - Endowment Fund	\$ 355,000
Tindolph - Endowment Fund	<u>1,000</u>
	<u>\$ 356,000</u>

These permanently restricted net assets are held in an endowment fund and are restricted as to principal; interest and dividends can be used for aiding needy and worthy youths in camping programs. The income from these net restricted assets is reported as temporarily restricted revenue in the statement of activities.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

**16. Pension Plans:**

The Association participated in a defined contribution, individual account, money purchase retirement plan that is administered by the YMCA Retirement Fund (a separate corporation). This plan is for the benefit of all eligible employees of the Association who qualify under the participation requirements. To be eligible under the plan, an employee must be at least twenty-one years old and worked for the Association for two years and a minimum of one thousand hours each year during the first two years of eligibility.

The YMCA Retirement Fund is operated as a church plan and is a not-for-profit, tax exempt, New York State Corporation (1922). Participation is available to all duly organized and reorganized Young Men's Christian Associations in the United States. As a defined contribution plan, the YMCA Retirement Fund has no unfunded benefit obligations.

In accordance with the agreement with the YMCA Retirement Fund, employer contributions are a percentage of the participating employee's salary, are paid by the Association, and are remitted to the YMCA Retirement Fund monthly. The Association contributions charged to retirement costs for the year ended December 31, 2016 aggregated \$578,307.

**17. Leases:**

The Association is leasing real property and equipment under non-cancelable operating leases. The following is a schedule of future minimum lease commitments under the leases as of December 31:

<u>Years ending December 31.</u>	<u>Operating Leases</u>	<u>Operating Lease YMCACW Clark Community Center</u>	<u>Total Operating Leases</u>
2017	\$1,159,558	\$ 171,020	\$ 1,330,578
2018	896,730	171,020	1,067,750
2019	905,496	171,020	1,076,516
2020	711,035	877,313	1,588,348
2021	209,144	877,313	1,086,457
Thereafter	<u>498,294</u>	<u>18,423,573</u>	<u>18,921,867</u>
Total minimum Payment	<u>\$4,380,257</u>	<u>\$20,691,259</u>	<u>\$25,071,516</u>

In addition to the minimum monthly lease payments under other operating leases, the Association is required to pay a proportionate share of the lessor's operating expenses. Total rent expense under these operating lease agreements aggregated \$1,918,088 for the year ended December 31, 2016.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

17. Leases, Continued:

On December 26, 2012, the Association entered into a sale, leaseback arrangement with YMCACW Clark Community Center (a related nonprofit entity) (see Note 13). The sale leaseback transaction was part of the construction and finance of the YMCA Clark County Fitness Facility utilizing New Markets Tax Credits "NMTC". Under the terms of the lease agreement (a triple net lease) the Association is responsible for all operating expenses including insurance, repairs, maintenance, and taxes. The lease is effective April 1, 2014 and expires October 1, 2042.

As of December 31, 2016 cost and accumulated amortization of property and equipment under capital leases aggregated \$418,577 and \$379,124, respectively.

18. Sherwood YMCA Fitness Facility:

In August 1997 the City of Sherwood (the City) and the Association entered into an operating agreement to construct and operate a fitness facility. The fitness facility was constructed in Sherwood, Oregon and commenced operations in September 1998. The City paid all construction costs and maintains ownership of the facility.

Under the terms of the operating agreement, the Association operates the facility as an association branch and pays all operating expenses of the facility.

During the term of the lease, the City obtained a construction loan for certain expansion costs. The Association agreed to reimburse the City for the annual loan payments; and to characterize payments as rental payments. During the year ended December 31, 2016, the rent expense aggregated \$140,772.

In addition to the above rental payments, if the annual facility revenues cover operating expenses and any prior year deficits, for the second year of operation, the City shall receive as fees, the first \$50,000 in excess revenues. This amount shall increase \$10,000 per year to a maximum of \$100,000 per year for the City's first call on excess revenues.

If the annual facility revenues cover operating expenses and the City's fees described above, any additional revenue shall be divided 20% to the City and 80% to the Association. Any such fees retained by the Association will be directed to the exclusive use of facility maintenance and capital expenditure for the Sherwood facility.

Included in the operating expenses will be a management fee due to the Association. The management fee is to be the lower of 1) 15% of gross income (excluding grants and donations), or 2) the facility's share of the Association's overhead.

The Association at its option may terminate the above operating agreement if the cumulative operating deficit (for one or multiple years) exceeds \$100,000.



THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

19. **Custodial:**

The Association oversees the receipt of money and payment of expenses related to the Oregon State Alliance of YMCA's public policy efforts.

20. **Concentration of Credit Risk:**

Financial instruments which potentially subject the Association to significant concentrations of credit risk consist primarily of cash and debt and equity securities investments.

The Association restricts investments of cash and cash equivalents and debt and equity securities investments to financial institutions with high credit standing. These financial institutions have locations throughout the country. The Association's periodic evaluations of the relative credit standing of these financial institutions are considered in the Association's investment strategy.

Interest bearing cash deposits at a financial institution are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Interest bearing cash deposits at one financial institution exceed the federally insured limit by approximately \$1,756,251 at December 31, 2016.

As of December 31, 2016, the Association also had debt and equity securities investments aggregating \$2,066,996 which are primarily not federally insured.

21. **Deferred Gain – Clark Community Center:**

During the year ended December 31, 2012, the Association sold the Vancouver Clark Community Center to YMCACW for \$6,022,219. Unamortized deferred gain on the sale as of December 31, 2016 aggregated \$1,199,540.

22. **Litigation:**

The Association is periodically involved in legal actions and claims that arise as a result of events that occur in the normal course of operations. The ultimate resolution of these actions is not expected to have a material adverse effect on the Association's financial position.

THE YOUNG MEN'S CHRISTIAN ASSOCIATION  
OF COLUMBIA-WILLAMETTE

NOTES TO FINANCIAL STATEMENTS, Continued

23. Related Party Transactions:

During the year ended December 31, 2016, the Association had the following related party transactions with YMCACW a 509(a)(3) nonprofit organization:

Included in Statement of Financial Position as of December 31, 2016

YMCACW related NMTC transaction accounts

NMTC capitalized costs	\$ <u>38,392</u>
Deferred gain Clark Community Center	\$ <u>1,199,547</u>
Deferred development fees	\$ <u>1,914,500</u>

Included in Statement of Activities for the year ended December 31, 2016

Amortization – deferred gain CCC	\$ <u>30,581</u>
Rental expense	\$ <u>171,020</u>
Net assets transferred to YMCACW	\$ <u>(178)</u>

**YMCA of Columbia-Willamette**  
**3-year All-Branch Consolidated Financial Performance**  
*(excerpt from Audit Report)*

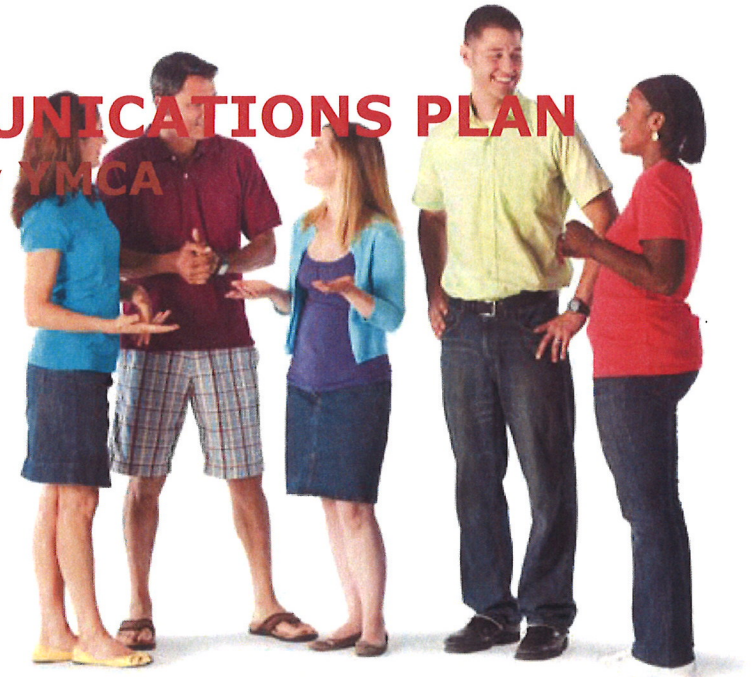
	Fiscal 2014	Fiscal 2015	Fiscal 2016
Contributions and Fundraising	\$2,469,655	\$1,356,843	\$1,403,350
Membership Revenue	2,578,801	2,909,626	3,264,907
Program Service Fees	17,884,886	18,699,286	20,481,110
Other Revenues	461,280	466,916	499,605
<b>Total Income</b>	<b>23,394,622</b>	<b>23,432,671</b>	<b>25,648,972</b>
Staffing Costs	13,961,745	14,401,507	15,755,683
Supplies and Direct Operating Costs	2,977,713	3,051,758	3,340,334
Professional Services	891,641	842,792	1,054,688
Equipment leases and maintenance	230,749	251,896	275,546
Marketing and Development Costs	324,847	312,502	315,626
Facility Costs	3,410,813	3,346,081	3,422,303
<b>Operating Expenses before depreciation allocation of Capital Expenditures</b>	<b>21,797,508</b>	<b>22,206,536</b>	<b>24,164,180</b>
<b>Operating proceeds before depreciation of capital expenditures</b>	<b>1,597,114</b>	<b>1,226,135</b>	<b>1,484,792</b>
Depreciation of Capital Expenditures	618,605	641,715	600,277
<b>Associaton Net Proceeds</b>	<b>978,509</b>	<b>584,420</b>	<b>884,515</b>



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# PLAN FOR SUCCESS

**MARKETING & COMMUNICATIONS PLAN**  
Sherwood Regional Family YMCA  
2017



## OVERVIEW

### THE Y: WHO WE ARE

The Y is the nation's leading nonprofit committed to strengthening communities through youth development, healthy living and social responsibility. As a dedicated association of staff, volunteers, donors, partners and allies, the Sherwood Regional Family YMCA is steadfast in our mission to build healthy, confident, connected and secure children, adults, families and communities throughout the West area.

### THE Y: WHAT WE STAND FOR

The Sherwood Regional Family YMCA makes accessible the support and opportunities that empower people and communities to learn, grow and thrive, with three core motivations:

#### I. FOR YOUTH DEVELOPMENT

Because we believe that all kids deserve the opportunity to discover who they are and what they can achieve, we will focus existing programs to over 7000 children and teens to more clearly cultivate the values, skills and relationships that lead to positive behaviors, better health and educational achievement.

#### II. FOR HEALTHY LIVING

Because we believe we have a responsibility to make a positive and measurable impact on the community's health, we will directly leverage a mission centered on the balance of spirit, mind and body to strengthen and expand program offerings that bring families closer together, encourage healthy lifestyles and foster connections with others.

#### III. FOR SOCIAL RESPONSIBILITY

Because we believe in fostering the care and respect all people need and deserve, we will thoughtfully listen and aggressively respond to our communities' most critical social needs.



## **OBJECTIVES**

*Incorporate the Nation Wide Campaign message by implementing the Living our Cause and Experience Storytelling pathway strategy to effectively communicate our purpose and case for support. These strategies will help us improve staff moral as well as member and program participant engagement, thus acquiring new members into our Y community and increasing our campaign contributions.*

*Through the use of Nation Wide Campaign develop a brand message that will position us to be recognized as a leading non-profit in Washington County creating a revenue and fundraising base that will allow us to expand our range of services to be more intentional and focused on key issues facing our community.*

*Establish an effective communications and marketing message that is brand compliant, uniform and regularly scheduled using a variety of tools including: printed materials; internal and external signage; social media; and web-based outlets. This mixed approach will allow us to maximize our reach into the demographic categories living in our service area.*

*Launch a well-planned and precisely executed membership marketing campaign that will increase the number of membership units across all categories with a special emphasis on corporate membership and corporate programs. Use YUSA membership marketing campaign templates and strategies which focus on benefit and community by using call to action marketing and referral techniques to achieve this goal.*

*Engage in marketing techniques that help us continue to build not only a sustainable facility branch but a thriving YMCA branch.*

## **OUR COMMUNITY**

### **WHO LIVES HERE (5 MILE RING)**

- 17.81% \$50,000 - \$74,999, 12.42% \$35,000 - \$49,999, 7.94% \$25,000 - \$34,999
- 32.44% 2 person household, 22.42% 1 person household, 16.85% 3 person household
- 39.91% married no children, 43% married with children
- 85.6% White, 8.61% Hispanic or Latino, 5.03% Asian
- 10.29% age 25 to 34, 15.74% age 35 to 44, 14.82% 45 to 54
- 95.10% at or above poverty, 4.90% below poverty (50.59% families with children at or below, 3.61% families with children below)
- 0.01% Armed forces, 60.87% employed, 5.66% unemployed, 33.47% not in labor force
- 29.34% bachelor's degree, 25.62% some college, 18.57 high school grad or GED

### **WHO WE SERVE**

- Families with grade school, middle school and high school youth interested in youth sports, swimming and more.
- Active older adults looking for group exercise and social outlets
- Adults who work in the neighborhood looking for weights and group exercise.
- Community organizations, non-profits, schools, sports clubs looking for large indoor spaces
- Individuals looking for work transition opportunities
- Grade school youth in after school and summer school enrichment programs

### **KEY ISSUES OUR COMMUNITY FACES**

- School district budget cuts limiting services schools can provide (sports and PE)
- Immigrant population's inability to successfully integrate into society
- Hunger and access to food shelves and other emergency food programs
- Safe and fun activities for middle and high school youth in our community off school hours
- After school care and services for underserved youth and families
- Drug prevention for tweens and teens
- Health issues: childhood obesity; diabetes; Parkinson's; Cancer; arthritis

### **HOW THESE ISSUES ARE BEING ADDRESSED, BY US AND BY OTHERS**

- YMCA, City of Sherwood, School District and other community members offer physical activities for youth.
- YMCA and school districts are operating after school programs for elementary and middle school youth.
- Brian Grant Foundation is partnering with the YMCA for Parkinson's programming.
- The YMCA of Columbia-Willamette offers the YMCA's Diabetes Prevention Program.
- The YMCA of Columbia-Willamette offers the Enhanced Fitness Program, Movement to Heal and Movement for Better Balance Programs.

## RESOURCES

- 2014 Demographics Report, Sherwood Regional Family YMCA, 23000 SW Pacific Hwy, Sherwood, OR 97140
- City of Sherwood Website: <http://www.sherwoodoregon.gov/>
- Sherwood Chamber of Commerce  
Website: <http://sherwoodchamber.org/>
- Sherwood School District Website: <http://www.sherwood.k12.or.us/>
- Centers For Disease Control and Prevention  
Website: <http://www.cdc.gov/healthyyouth/obesity/facts.htm>
- Partners for a Hunger Free Oregon  
Website: <http://oregonhunger.org/hunger-in-oregon>
- Providence Hospital  
Website: [http://oregon.providence.org/?utm\\_source=providenceoregon.org&utm\\_medium=redirect&utm\\_content=providenceoregon.org&utm\\_campaign=oregon](http://oregon.providence.org/?utm_source=providenceoregon.org&utm_medium=redirect&utm_content=providenceoregon.org&utm_campaign=oregon)
- Brian Grant Foundation Website: <http://www.briangrant.org/>

## **LEVERAGING OPPORTUNITIES**

Over the course of the year, we will highlight our Y's work in the community and programs through a comprehensive schedule of advertising, promotion and media relations to communicate our messages.

### **ADVERTISING CAMPAIGNS**

- 3 electronic program guide promoting membership, youth sports and specialty programming
- Strategically selected, direct mail post card promoting membership and programs to Sherwood Regional Family YMCA
- Sherwood Regional Family YMCA program flyers and banners distributed each season
- Monthly community bulletin board posting promoting membership, youth sports, special events and specialty programming
- Monthly Emma, Facebook, Twitter, Newsletter and online community calendar advertising
- Monthly newspaper ads promoting programs and/or membership campaign
- Year-long Nation Wide Campaign effort, introducing sections of the Living Our Cause and Experience Storytelling each month.
- Comprehensive membership marketing campaign with a strong focus on corporate memberships TBA.
- Annual Support Campaign marketing effort.

### **MEDIA RELATIONS/EARNED MEDIA**

- Oregonian / Sherwood Gazette
- KATU station visit promoting the Annual Dine and Dance/Annual Campaign
- 104 the Fish

### **ANNUAL GIVING CAMPAIGN**

- Use Living Our Cause and Experience Storytelling to increase staff and member awareness and giving
- CRT campaign
- Campaign Kickoff
- Sherwood YMCA Gala
- Annual Family Triathlon
- Mini Monster Marathon
- Association Golf Tournament
- Membership/fundraising direct mails

### **INITIATIVE LAUNCHES & ADVOCACY EVENTS**

- Parkinson's
- Diabetes prevention program
- Healthy Kids Day
- AOA day
- Enhanced Fitness
- Movement to Heal
- Movement for Better Balance
- AARP partnership
- Harvest Festival
- Breakfast with Santa



## ADDENDUM



## THE SHERWOOD REGIONAL FAMILY YMCA RESPONDS TO COMMUNITY NEEDS BY...

### **FOR ALL: WE WELCOME ALL INCOMES, AGES AND ABILITIES**

Our YMCA serves more than 9000 people in diverse communities within the West area. We bring together young and old, men and women, people of all faiths, backgrounds and incomes. We typically provide over \$300,000 in scholarships, underwritten or sponsored programs and services for children, youth and families, on a yearly basis.

### **SERVING OUR COMMUNITY**

**CHILDREN:** Our YMCA serves 9000 people, 85 percent of whom are children and youth. The YMCA provides a wide range of activities to foster healthy, productive children including teen clubs, sports leagues, family nights and service learning projects. All youth activities incorporate the Y's core values of caring, honesty, respect and responsibility.

**LOW-INCOME FAMILIES:** Our Y is the largest providers of affordable child care in Oregon. We offer high-quality day care and afterschool programs to working families regardless of income level.

**SENIORS:** We provide Silver and Fit and Silver Sneakers specifically to meet the needs of people over the age of 60. We will be adding the AARP program in 2017.

**DISABLED/OTHER:** Our YMCA recognizes the need for targeted programs for the following vulnerable populations: Parkinson's patients, Special Needs Young People and Adults, and families whose children receive free and reduced lunch. We are proud to offer programs tailored for them, such as: Powering Forward, Y SNAPS, SHS Transition Program and Drug Prevention Programs

**OTHER NONPROFIT ORGANIZATIONS:** We also provide space at little to no charge for outside clubs, nonprofits and community service organizations to help them meet broader community problems.



## **MOBILIZING RESOURCES TO MEET COMMUNITY NEEDS**

**LOCALLY DRIVEN:** Our YMCA is driven by an ongoing assessment of community needs and is led by a local board of community volunteers.

**CONTRIBUTED INCOME:** We received \$72,000 in support from annual community contributions in 2016, which represented about 3 percent of our total revenue.

**VOLUNTEER HOURS:** We mobilize at least 500 YMCA volunteers on a yearly basis to serve the community. These volunteers contribute \$207,000 worth of time.

**KEY PARTNERSHIPS:** Recognizing the importance of collaborations, our YMCA has key partnerships with a number of community organizations, City of Sherwood, Sherwood School District, Providence Hospital, Chamber of Commerce, Just Compassion, Rotary Club of Sherwood, Main Street Sherwood, Elder Advocacy, and the Brian Grant Foundation.

### **PROMOTING HEALTHY LIFESTYLES TO PREVENT OBESITY**

Our YMCA has a longstanding dedication to providing programs and services that build health of spirit, mind and body for all. We continue this commitment today by engaging and supporting children and all health seekers — individuals of all ages who wish to pursue a healthy lifestyle but struggle to do so.

## **2017 EVENTS CALENDAR**

### **Sherwood Regional Family YMCA**

#### January 2017

- Teen Center Dance  
January 27 7:00pm-10:00pm
- AOA New Year Social Event (Class and Social)  
Date: Friday January 27th 9:45am – 11:30am  
Location: Sherwood Regional Family YMCA, Teen Center  
Participants: AOA Staff and Members  
Purpose: To showcase any new formats, and offer members a sample of the classes that we offer. Time for staff and members to socialize afterward.

#### February 2017

- Annual Campaign Kick-Off Dinner  
Date: February 7 6:30pm-8:30pm  
Location: World Forestry Center  
Participants: staff, members, volunteers, donors associated with the campaign  
Purpose: Celebrate the launch of the 2017 campaign
- Teen Center Dance  
Valentine's Day  
February 17 7:00pm-10:00pm

#### March 2017

- Teen Center Dance  
St. Patricks Day  
March 24 7:00pm-10:00pm

#### April 2017

- Camellia Run  
Saturday, April 8
- Teen Center Dance  
Black, White, Gold, and GLOW!  
April 28 7:00pm-10:00pm
- Healthy Kids Day  
Date: Saturday, April 29

#### May 2017

- National Senior Health and Fitness Day (Class and Social)  
Date: Wednesday, May 24, 9:45am-11:30am  
Location: Sherwood Regional Family YMCA, Teen Center  
Participants: AOA Staff and Members

Purpose: To celebrate National Senior Health and Fitness Day, time for staff and members to socialize

- Teen Center Dance  
May 26 7:30pm-10:30pm

#### June 2017

- Zumba Gold Dance Celebration  
Saturday, June 3 at BFCC, 2:00pm-3:00pm
- Summer Safety Day  
June 17

#### August 2017

- Triathlon  
Saturday, August 19
- Community BBQ  
Saturday, August 19

#### September 2017

- Fall Prevention Day (Class and Social)  
Date: Friday, September 22, 9:45am – 11:30am  
Location: Sherwood Regional Family YMCA, Teen Center  
Participants: AOA staff and members  
Purpose: To learn ways that members can work on balance, and learn how what we use in class helps with Balance and fall prevention. Showcase Movement for Better Balance and Enhance Fitness.  
Formats. Time for staff and members to socialize AOA staff and me
- Fitness Fest  
Date: End of the month
- Child Watch Fundraiser  
Date: Tentative September

#### October 2017

- Harvest Fest  
Date: Saturday, October 28 tentatively 2:30pm-4:30pm  
Location: Sherwood Y  
Participants: Members, community, local businesses and organizations  
Purpose: Create a safe, fun place for kids to trick-or-treat

#### December 2017

- Breakfast with Santa  
Date: Saturday, December 9, 2017 9:00am-11:00am  
Location: Sherwood Regional Family YMCA  
Participants: Open to the Community  
Purpose: Community Event



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

## **YMCA of Columbia-Willamette**

### **Our Vision**

Strong Communities Inspired through Family, Fitness, Faith and Fun.

### **Our Mission**

To put the Christian principles of love, respect, honesty, responsibility and service into practice through programs that build a healthy spirit, mind and body for all.

### **Our Impact**

We're a catalyst for transformational change, fostering relationship and build thriving, inclusive communities.

### **Our Cause**

At the Y, strengthening community is our cause. We believe that lasting personal and social change can only come about when we all work together.

### **Our Areas of Focus**

Youth Development – Nurturing the potential of every child and teen

Healthy Living – Improving the nation's health and well-being

Social Responsibility – Giving back and providing support to our neighbors

## Daily Staff Schedule

Schedule based on typical operation, staffing needs may vary based on class participation and season.

Monday-Thursday																		
Position Title	Position Description	No. Scheduled																
		5am	6am	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm
Member Engagement Associate	Member/guest check in, program registration, membership registration and changes	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	1	1
Greeter (Volunteer)	Member/guest check in				1	2	2	2	1	1								
Building Supervisor	Building safety, emergency response, provide staff support, and member satisfaction in the absence of leadership staff	1	1	1										1	1	1	1	1
Lifeguard	Guard pool, enforce safety regulations	1	1	1	1	2	2	2	2	1	1	2	3	3	3	3	3	2
Swim Instructor	Teach swim lessons in accordance with YMCA national swim program					up to 5	up to 5	up to 5	up to 4			up to 4	up to 5	up to 5	up to 5			
Water Fitness Instructor	Instruct water fitness classes				1	1	1	1							1			
Custodian	Augment contracted, after-hours service				1	1	2	2	2	2	1	1	1					
Maintenance Tech	Perform or out-source repairs											1	1					
Child Watch Staff	Staff drop-in babysitting service				3	7	7	7	2				3	4	4	3		
Fun Club	Staff drop-in babysitting service												2	2	2			



School Age (Seasonal)	Staff drop-in babysitting service				2	2	2	2										
Youth Development Instructor	Instruct a variety of sports/enrichment classes					up to 2	up to 2	up to 2					up to 2	up to 2	up to 2			
Sport Court Monitor	Set up/tear down sports, facilitate drop in sports															1	1	1
Pickle Ball Volunteer	Set up/tear down sports, facilitate drop in sports								1	1	1							
Volunteer Youth Sports Coach	Seasonal													2	2	2		
Summer Camp Staff (Seasonal)	Supervise and lead summer camp activities						5	5	5	5								
Wellness Coach	Assist members with fitness programs and provide guidance in fitness areas					1	1	1	1					1	1	1	1	
Group Exercise Instructor (land)	Instruct a variety of group ex formats	up to 2	up to 2		up to 3	up to 3	up to 3	up to 3	up to 3					up to 3	up to 3	up to 3		
Group Exercise Instructor (senior)	Instruct Active Older Adult classes				up to 3	up to 3	up to 3	up to 2	up to 2	up to 2	up to 2	up to 2						
Personal Trainers	Train clients in proper nutrition and exercise to achieve wellness goals	Five trainers available for one-on-one scheduling																
Teen Center Staff	Supervise and lead teen activities												1	1	1			
Swim Team Coach	Coach Dragons Swim Team												2	2	2	2		
Leadership Staff	As outlined in Org Chart	2	2	2	10	10	11	12	12	11	8	7	9	3	1			

**Friday**

Position Title	Position Description	No. Scheduled
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Wellness Coach	Assist members with fitness programs and provide guidance in fitness areas					1	1	1	1					1	1	1	1	
Group Exercise Instructor (land)	Instruct a variety of group ex formats	up to 2	up to 2		up to 3	up to 3	up to 3	up to 3	up to 3									
Group Exercise Instructor (senior)	Instruct Active Older Adult classes				up to 3	up to 3	up to 3	up to 2	up to 2	up to 2								
Personal Trainers	Train clients in proper nutrition and exercise to achieve wellness goals	Five trainers available for one-on-one scheduling																
Teen Center Staff	Supervise and lead teen activities												1	1	1			
Swim Team Coach	Coach Dragons Swim Team												2	2	2	2		
Leadership Staff	As outlined in Org Chart	3	3	3	10	10	10	10	10	7	6	6	6					

Saturday																		
Position Title	Position Description	No. Scheduled																
		5am	6am	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm
Member Engagement Associate	Member/guest check in, program registration, membership registration and changes		1	1	2	3	3	3	3	3	2	2	2	2				
Building Supervisor	Building safety, emergency response, provide staff support, and member satisfaction in the absence of leadership staff		1	1	1	1	1	1	1	1	1	1	1	1				

Lifeguard	Guard pool, enforce safety regulations	1	1	1	2	2	2	2	3	3	2	3	3	2
Water Fitness Instructor (seasonal)	Instruct water fitness classes			1										
Child Watch Staff	Staff drop-in babysitting service			5	5	5	5	5						
Youth Development Instructor	Instruct a variety of sports/enrichment classes				up to 2	up to 2								
Birthday Party Staff	Facilitate birthday party rentals							2	2	2	2	2		
Sport Court Monitor	Set up/tear down sports, facilitate drop in sports			1	1	1	1	1	1	1	1			
Volunteer Youth Sports Coach	Seasonal			4	4	4	4	4	4	4	4			
Wellness Coach	Assist members with fitness programs and provide guidance in fitness areas			1	1	1	1							
Group Exercise Instructor (land)	Instruct a variety of group ex formats			up to 3	up to 3	up to 3	1							
Personal Trainers	Train clients in proper nutrition and exercise to achieve wellness goals	Five trainers available for one-on-one scheduling												
Swim Team Coach	Coach at monthly or bi-weekly meets		2	2	2	2	2	2	2	2	2	2	2	2
Volunteer Meet Official	Time or officiate at swim meets		up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2
Leadership- in facility	As outlined in Org Chart			1	1	1	1	1	1	1	1			
Leadership- on call	As outlined in Org Chart	1	1	1	1	1	1	1	1	1	1	1	1	1

### Sunday

Position Title	Position Description	No. Scheduled
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		5am	6am	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm
Member Engagement Associate	Member/guest check in, program registration, membership registration and changes				1	1	1	1	1	2	2	2	2	2				
Building Supervisor	Building safety, emergency response, provide staff support, and member satisfaction in the absence of leadership staff				1	1	1	1	1	1	1	1	1	1				
Lifeguard	Guard pool, enforce safety regulations				2	2	2	2	2	2	3	3	3	2				
Birthday Party Staff	Facilitaty birthday party rentals									2	2							
Personal Trainers	Train clients in proper nutrition and exercise to achieve wellness goals				Five trainers available for one-on-one scheduling													
Swim Team Coach	Coach at monthly or bi-weekly meets		2		2	2	2	2	2	2	2	2	2	2	2			2
Volunteer Meet Official	Time or officiate at swim meets		up to 2		up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2	up to 2			up to 2
Leadership- in facility	As outlined in Org Chart				1	1	1	1	1	1	1	1	1	1				
Leadership- on call	As outlined in Org Chart				1	1	1	1	1	1	1	1	1	1				





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

# **BUILDING COMMUNITY THROUGH RELATIONSHIPS**

Employment at the Y

Sherwood Regional Family YMCA  
Employee Handbook- Branch Supplement

Revision: April 2017

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Welcome to the Sherwood Regional Family YMCA, a branch of the YMCA of Columbia-Willamette! We are excited to have you join our family.

Every day at the Sherwood Y we strive to show our community that the Y is so much more than just a gym. In fact, our Impact Statement reads:

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*We're a catalyst for transformational change, fostering relationship and building thriving, inclusive communities.*

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This means that as an employee you have the power to turn every interaction into an impactful experience. For example:

- Group exercise instructors don't just provide a great workout, they create an environment where members get to take a break from the stress of life and be with friends.
- Youth Development staff don't just supervise kids, they facilitate growth and discovery as kids form friendships and build new confidence.
- Welcome Center staff don't just check in members, they get to know them and help them form supportive relationships with each other.

These are just a few examples of the difference the Y makes in our community. How will you make an impact in your role at the Y?

The policies in this handbook supplement will provide a guide for staff as we positively impact the community. Enclosed you will find procedures and policies outlining how we are expected to interact with members, each other, and supervisors. Remember that the information in this handbook is supplemental to the policies and procedures of the YMCA of Columbia-Willamette as outlined in Compli. Each department also has policies and procedures that address specifics for each area. Should you have questions not included in this Handbook, Compli or other department policies, please ask your supervisor. You may also contact the Association's Human Resource department with any questions or concerns. We also recognize that procedures and policies change from time to time. We will always do our best to keep our employees informed, however, the contents of this Handbook are subject to change, as necessary, without notice.

We hope you enjoy your employment at the Sherwood YMCA as much as we enjoy having you here. If you have any questions please do not hesitate to contact a member of the leadership staff- we are here to serve you, as you serve Sherwood.

## **Behavior Expectations**

It is important to conduct yourself professionally while on duty (and off-duty too!). Members always come first. Be courteous and professional. Use common sense. Be in dress code and on time. Remember, 'on time' means ready to work when your shift starts. Serve members and guests to the best of your abilities and knowledge. If you don't know what to do, seek help from available co-workers, building supervisors, or leadership staff.

To aid in presenting a professional image please confine your cell phone use to breaks, in the staff room, conference room or offices.

## **Phones**

*Please, use your most pleasant voice* and answer the phone saying:  
"Sherwood Regional Family YMCA this is (your name). How may I help you?"

Questions over the phone:

Answer to the best of your knowledge. If you are unsure, politely ask the caller if you can put them on hold and then ask a co-worker, supervisor, building supervisor or leadership staff person for help.

Paging: We prefer that you ask Welcome Center staff to do all pages, however, in emergencies:

- Press the Page button then press 0 for the beep. Speak clearly and say "Attention members and guests..." or "Attention YMCA Staff..." as appropriate, then your message, then press the Hang Up button to release the paging function.

Dialing Out: Dial 9 to get an outside line; add a 1 if calling long distance.

## **Handling Member Concerns**

When a member voices a complaint they are offering us the opportunity to make our YMCA a better place. When a concern is expressed we need to respectfully listen to the member. While we need to address concerns as often as possible, there may be times when you need to redirect the member to a leadership staff person or explain a policy which prevents us from accommodating their request, as it could cause a safety issue or an inconvenience to other members.

Steps to positively handling member concerns:

- Listen, listen, listen!
- Apologize for any inconvenience.
- Thank them for bringing the concern to our attention.
- Feel free to contact a building supervisor or leadership staff person at any time.

## **Cleanliness and Safety of the Facility**

Cleaning and ensuring safety are the responsibilities of every staff person. If you see something unsafe or unclean please take steps to correct this problem. If you are not able to correct the problem yourself, immediately notify maintenance staff or a building supervisor. Your supervisor will have specific instructions as to the cleaning duties in your area.

## **Staff Communication**

Your supervisor will communicate with you in a variety of ways; direct conversation, email, memos, phone calls, etc. A vital form of communication is through staff meetings. At staff meetings you will receive important information about your program, important training and the opportunity to give your input on how your area is running. Because of this, staff meetings are mandatory and considered one of your scheduled shifts. If you are unable to attend a staff meeting you must be excused by your supervisor at least four (4) hours prior to the meeting, as you would if you were unable to work a scheduled shift. Unexcused absences may result in disciplinary action, up to including termination.

## **Employee Schedule Commitment**

The YMCA has made a promise to strengthen the fabric of our community through youth development, healthy living and social responsibility. For us to follow through on this commitment, staff must be on time and ready to work at each and every scheduled shift. This requires certain commitments from supervisors and staff. The policies below outline these commitments and will ensure that schedules are posted in a timely, consistent and accurate manner.

## **Staff Schedules**

Schedules will be monthly at minimum. Schedules may be longer, lasting a full session or season.

- Schedules will be posted at least one week prior to schedule start date. If necessary this schedule may be tentative and will state, "subject to change, based on class enrollment." If changes occur, staff will be notified.
- Schedule requests must be made in writing one month prior to schedule start date.
- For family emergency or illness please see Sick Policy.

## **Time-Off Requests**

- Scheduled time off requests must be made on the schedule request form or via Compli or Time and Attendance prior to the schedule request due date. Time off requests must also indicate how many hours of the time off request will be paid from your PTO and how much



will be unpaid. PTO balances can be found on your most recent pay check stub or through the ADP portal. Our PTO policy can be found in Compli.

### **Employee Sick Policy**

If you are sick or you have a family emergency you will need to notify your supervisor. You are expected to call in at least four hours before the start of your shift or as soon as is practicable. Notifying your supervisor at least four hours prior to your shift will give enough time to find a sub.

If it is necessary to call in sick, follow these steps:

1. Out of courtesy for your co-workers, you may assist in finding a sub for your shift if you are able.
2. Call your supervisor and let them know. You must speak to them directly.
3. If you are unable to speak with your supervisor contact their supervisor or the Building Supervisor on duty. Again, you must speak to them directly, a message or voicemail will not be considered proper notification.

Staff may be required to provide a doctor's note for an absence to be excused.

### **Timesheets and Payday**

At the beginning of each pay period your supervisor will provide you with a new timesheet (may also be in electronic format). Please fill out your timesheet at the end of each shift. Timesheets are due after your last shift before the end of the pay period (every other Friday). Your timesheet must be signed or properly electronically approved. A schedule of timesheet due dates and pay dates is included in your new hire paperwork.

To make processing timesheets easier on all involved:

- Please write neatly in blue or black pen and double-check your hours.
- If you take an unpaid break during your shift please write your hours before your break in one row and your hours after break in the row below.
- The four columns on our timesheets are for separating your hours by department and/or program or for staff who take more than one unpaid break.
- Hours need to be rounded to the nearest quarter hour. A staff person who works from 4:10 to 6:05 should document working from 4:15 to 6:00. In the total column staff should write 1.75 hours.
- The bottom portion of the timesheet is for office use only.

- Only hours actually worked may be written/reported on your timesheet. If you arrive late or leave early your timesheet must reflect this. Falsifying timesheets is grounds for termination.
- Be sure your timesheet is signed and turned in on time. Staff who turn timesheets in late may be written up.

Payday is every other Friday. Paychecks are available for sign out at the Welcome Center no later than 10:00 a.m. on payday. To save time and money please pick up your paycheck or direct deposit statement within three days of payday. Checks that have not been picked up by the Tuesday following payday will be mailed. Direct deposit statements will be placed in your personnel file at the corporate office and are available by request.

### **Break Policy**

YMCA staff are required by law to take breaks as below. Breaks are the appropriate time to make phone calls, eat lunch or dinner or do homework. Ten-minute breaks (fifteen minutes for minors) are often unscheduled so you will need to coordinate your breaks with your co-workers. If you are unable to safely take a break please contact your supervisor, a building supervisor, or another leadership staff person to fill-in while you take your break. The law requires that breaks are taken toward the middle of your shift; breaks cannot be "saved" until the end of your shift.

- Staff who work between three and six hours: one 10-minute paid break (15 minutes for minors) close to the middle of your shift.
- Staff who work more than six hours: one unpaid break close to the middle of your shift. This break must be at least 30 minutes. Make sure this break is reflected on your timesheet.
- Staff who return late from breaks are subject to discipline. You must return to duty immediately after your break.

The Sherwood YMCA has a staff room. This is the recommended area for your break. The Welcome Center, lobby, and Teen Center are not appropriate places for breaks. You are distracting others from doing their jobs. This is not fair to them, their supervisor or the members. Please check with your supervisor to see if you are able to take a break off-site or if you need to remain on-site for breaks.

### **Incident/Accident Reports**

Be sure to document any incidents or accidents which occur in the facility or during the course of off-site programs using the Incident Report Form. Be sure to document every piece of information in a factual manner. Do not include personal speculation or opinion on incident reports. These types of concerns need to be taken to a supervisor. Place the completed document in the "incident report" box at the Welcome Center. As stated in the Emergency Action Plan, serious incidents/accidents need to be reported to a leadership

staff person immediately (even if you need to call the leadership staff person at home). If you have questions regarding incidents requiring documentation, please speak with your supervisor.

SilverSneakers and Silver&Fit programs both require additional incident reports. If an ill or injured member has a SilverSneakers or Silver&Fit membership type you must contact Caz Thomson, Katie Grimes, or Doreen Reed.

### **Child Abuse Prevention, Recognition and Reporting**

We take child abuse prevention very seriously. The child abuse prevention training you received at New Employee Orientation is the first step. In addition, we ask that Welcome Center and Aquatics staff make sure the locker rooms are checked every 30 minutes. All other staff are asked to check locker rooms and restrooms whenever possible during the course of their shift. Report any suspicious behavior to the building supervisor or leadership staff immediately.

If you suspect a child is being abused, immediately report it to your supervisor or another leadership staff person. The Y staff will support you while you report your suspicions to the Department of Human Services. The child abuse hotline number is 855-503-7233. If a report is made outside of regular business hours or you feel a child is in immediate danger contact the Sherwood Police Department, 503-625-5523. The YMCA's full policy on child abuse reporting can be found in Compli.

### **Sick Child Policy**

Children with the following symptoms need to be excluded from programs until they are symptom free for 24 hours:

- Fever
- Vomiting/diarrhea
- Yellow or green mucus
- Contagious rash
- Discharge from eyes
- Contagious illness diagnosed by a medical physician
- Severe migraines

### **Staff Parking**

Staff need to park in the back two rows of our parking lot. We have a number of older adults and disabled members who need to park close to the building. Please honor their needs by parking towards the back.

### **Room Usage**

Studios 1 and 2, as well as the multi-purpose room and Teen Center, are locked unless a staff person is present. This protects our equipment from misuse, our members from being injured and helps protect children in our facility. Staff can check out a key from the Welcome Center to unlock these rooms for programs. Rooms must be locked after use and keys returned to the Welcome Center immediately after the program ends.

\*Studio 1 may be used by cyclists without an instructor present. The door must be propped open for the duration of use, and staff must ensure the door is locked after use.

### **Special Events**

Our YMCA is an important part of the community. Because of this we often participate in or host community events. We encourage all of our staff to bring their family or friends and be a part of these community events.

### **Commitment to Co-Workers**

As we put the Christian Principles into practice with each other, we ask that each staff person commit to the following:

- I will accept responsibility for establishing and maintaining healthy interpersonal relationships with every member of the staff.
- I will not engage in gossiping. If I have a conflict or a problem with another staff person I will promptly address the problem with only that person and/or a supervisor. I will follow the problem resolution policy outlined in Compli.
- I will not complain about another staff member. If I hear others doing so I will respectfully remind them of this commitment.
- I will commit to finding solutions to problems, rather than complaining about them or placing blame for them.
- I will remember that not one of us is perfect and that human errors are opportunities, not for shame or guilt, but for forgiveness and growth.

## **EMERGENCY ACTION PLAN**

Revised: April 2017

### **Code 99- Life Threatening Medical Emergency**

#### Definition of a Code 99

Code 99 is the method by which we communicate a serious emergency situation and/or a life-threatening event. ALL STAFF MEMBERS ARE AUTHORIZED TO DECLARE CODE 99. Designating an emergency call of Code 99 will trigger the following emergency procedures and may result in the arrival of the emergency medical services (EMS). Emergencies that require a designation Code 99 include, but are not limited to: unconsciousness, drowning, seizures, trouble breathing, no signs of life, signals of a heart attack, profuse or pulsating bleeding, a missing child (see Code 99 MC below) or any other situation that in your best judgment requires additional staff support.

During any Code 99 emergency the First Responder is in command until the arrival of EMS. The First Responder may be a building supervisor, lifeguard, or any other staff person certified to give first aid/CPR/AED care.

#### Activation of the Code 99 EAP

Any staff member is authorized to declare a Code 99. Any Code 99 emergency will be communicated to the Welcome Center. Communicate the location and, if possible, type of emergency and if a 911 call is necessary. The Welcome Center can be reached by any of these methods:

- Dial 0, 4072 or 4073 from any phone in the facility
- Walkie-Talkie
- Set off the Turtle pool alarm system
- Send another staff person or adult Y member in person

Welcome Center staff will then announce "Code 99 [location]" to other Welcome Center staff. The Welcome Center person then immediately announces over the loudspeaker system and then the walkie-talkies: "attention staff, Code 99 [location]" and repeat three times.

If directed, the second Welcome Center staff person will call 911:

1. Dial 9 for outside line, then dial 911 (9-911)
2. State the type of emergency (e.g. fire, cardiac arrest, respiratory arrest, unconsciousness, etc.)
3. State location of emergency (e.g. pool, cardio theater, parking lot, etc.)
4. State type of trained personnel in attendance. (e.g. Building Supervisor, Lifeguard, etc.)

5. Give our location: Sherwood Regional Family YMCA, 23000 SW Pacific Hwy, and phone: 503.625.9622.
6. Stay on the line with the 911 operator, and be in constant contact with First Responder or second Welcome Center staff, relaying information to 911 operator.

After making the announcements, the Welcome Center staff will take the red AED (automated external defibrillator) and oxygen tank bag as well as a walkie-talkie to the scene. Then the second Welcome Center staff will standby for instructions from the First Responder.

- Any other Y staff person is authorized to take the emergency equipment as they report to the scene.

#### Staff Response to Code 99

- All available staff must respond immediately to "Code 99" call. Staff who are supervising children, the pool, or other vulnerable individuals should respond only if it will not put other members at risk of injury (e.g. four Child Watch staff are supervising 10 children; one to two Child Watch staff can safely respond to the Code 99).
- The Turtle pool alarm should always be understood as a Code 99 in the pool. Staff response is the same as that to a Code 99 communicated through the paging system.
- Any staff person on break should immediately respond to the Code 99.
- The First Responder to the emergency scene should begin proper care without delay.
- The First Responder is the person in command until the arrival of EMS. He/she will direct support staff to clear the area of spectators, obtain witnesses and maintain supervision of all programs and facility and take over CPR life support if necessary.
- If family and/or friends are present, ask them to stay back. First Responder will assign a staff person to stay with them and offer support, removing them from the scene if necessary.
- A staff member must direct EMS to the roundabout, identify themselves, have EMS enter at the main entrance of the facility, and lead them to the emergency scene. The staff person should return to the main entrance to accompany the second team of EMS that may respond to the 911 call.
- If there are enough staff responding, the First Responder will dismiss staff as needed to keep programs running smoothly and safely.
- In an emergency, remain calm and in control. Remember: never give medical advice or make statements that could be interpreted as a diagnosis.
- ALL STAFF should review and understand the action plan for each of the areas in which they are responsible before an actual emergency occurs. These procedures should be programmed in your mind.



- Know what your limitations are. Don't do anything you are not trained, educated and certified to do. If you are unsure, always seek help from other staff or refer the person to seek professional medical assistance for proper evaluation.
- Make no statements to anyone, including reporters, members, the public and YMCA staff, regarding the incident unless officially directed to do so by the Executive Director.

#### Notification of Supervisory Staff

Anytime a Code 99 emergency is called, the First Responder or designee should contact one of the following persons as soon as able in the sequence listed below:

- Melody Danner 503-753-3660
- Martin Rakers 971-409-9395
- Shannon Harrell 503-789-8356

#### Incident Reporting

First Responder will complete an accident or incident report. Any staff involved should assist the First Responder with the reports if requested. Be sure to fully complete the report, noting any injuries and specifying location on the body (e.g. left thumb, right side of the skull, above the ear, etc.), and detailing any first aid given.

#### Code 99 in the Pool

- Lifeguard will alert other aquatics staff with three (3) blasts of whistle.
- Call a Code 99 by setting off the Turtle pool alarm when entering the water. If this is not an option a Code 99 can be communicated via walkie-talkie, phone, panic button located on the wall behind deep-water guard chair, or sending staff or adult member to get help.
- Remove the victim from the water and provide care as trained.
- Continue care until EMS arrives.
- Assist EMS as requested.
- Assist filling out incident report, if needed.
- Ensure facility and aquatic supervisory staff have been notified as listed above.

#### **Code 99 MC- Missing Person Procedure**

##### Definition of a Code 99 MC

A Code 99 MC is an emergency situation where a child or any other person goes missing from a program or from whoever is in direct supervision over her/him.

These situations are caused by many factors including: lack of supervision, incorrect check in/out procedures, someone seeking attention, or others that

are looking to abduct a person (usually estranged parent or family member). Precautions against this type of incident can never be too strict, always reside on the side of caution.

If at any time a child or other person goes missing from either a program or from whoever is in direct supervision over them the steps below must be taken immediately.

The First Responder is the supervisor who was first notified that a child was missing. This may be a building supervisor or leadership staff person. As with other Code 99 emergencies the First Responder is in command of the emergency until EMS arrives.

#### Activation of the Code 99 MC

1. The First Responder will determine with a quick sweep of the area in which the person was last seen to determine that they are actually missing.
2. When positive that the person is missing, continue search and notify the Welcome Center immediately and have them call a Code 99 MC. Quickly give supporting staff the name and a description of the missing person.
3. Welcome Center Staff immediately announce "Attention all staff, Code 99 MC," repeat three times. The Welcome Center staff will then immediately call 911 to report the child missing. Fewer than 10 minutes should pass between the time the First Responder recognized that the person was missing (Step 1) and calling 911.
4. One designated staff person will notify the pool, as paged announcements cannot be heard in the pool area.

#### Staff Response to Code 99 MC

1. When "Code 99 MC" is paged report immediately to the nearest exit, report your location to the Welcome Center via phone or radio, and wait for more information. Locking down the doors is the primary concern. If the exit has already been locked down ask Welcome Center staff for direction: first to an unsecured door and then to begin searching the facility. During this lock down no person will be allowed to leave the facility. The map located on the Building Supervisor clipboard will be used to help identify which doors are secured and which are still unsecured.
2. The First Responder and/or their designee(s) will tour the facility:
  - Ensuring all doors are locked down and marking them off on the facility map located on the Building Supervisor clipboard.
  - Searching and marking off searched areas on the facility map. Every locker, stall and cupboard needs to be opened and

searched. Please leave locker and cupboard doors open as a way of communicating with others that they have been searched. Use security cameras to aid in the search.

- Communicate to other responders an accurate description of the missing person. This includes the person's age, skin color, height, weight, hair and eye color, clothing and type of shoes (often an abductor will change a child's clothing but find it difficult to switch the shoe) and where he or she was last seen. A picture of the missing person from Class (software) may be shared with staff. (Please note: pictures in Class, particularly of children, may be outdated and we should not solely rely on these photos.)
3. Children checked into a program may not be checked out during a Code 99 MC. Parents are welcome to stay with their children in the program.
  4. As soon as possible after calling 911, the First Responder will designate an individual to notify the parent, guardian or emergency contact.
  5. Building Supervisors/leadership staff will follow all steps outlined in the Notification of Supervisory Staff and Incident Reporting sections above.

### **Locations of Emergency Response and First Aid Equipment**

Location of AED (Automated External Defibrillator)

- At Welcome Center in cupboard marked AED

Locations of First Aid Kits

- On metal grid behind the Welcome Center
- Pool area (in Lifeguard room)
- Teen Center behind the desk
- Maintenance room

Location of Backboard

- Pool area (near slide stairs)

Location of Ice

- Staff room freezer

Location of fire extinguishers

- Located in every room – highly visible

Location of Fire Exits

- Bottom level – Studio 3, free weight room, north wall of Sports Court
- Main level – pool (2 exits), Child Watch, front door, Multi-Purpose room, PFC.
- Third level – stairwell (rear of building), stairwell to main level, exit to balcony (front of building). Please note: the only way to safely exit the balcony from the exterior of the building is to be lowered by EMS. Please use this emergency exit only when other routes out of the

building are blocked or the individual is unable to safely walk down the stairs.

- Teen Center – front door and back stairway

Location of Water/Gas Shut Off

- Front of building, next to fire hydrant (10ft. west of mailbox) under steel doors. Will require large flat-head screwdriver or large pipe wrench, located in Building Supervisor drawer.

### **Emergency Evacuation Procedures**

In the case of fire, earthquake, or other emergencies in which evacuation is necessary:

1. When fire alarm sounds, staff will direct people to exit locations as stated above and posted on fire exit diagrams.
2. For staff working with children: bring check-in/out sheets as a method for ensuring all children in your care have safely exited the facility. No child should be checked out of a program until an orderly check-out process has been established. Parents are welcome and encouraged stay with their children in the program.
3. Building Supervisors and/or their designated staff/volunteers are responsible for making sure all persons have exited.
4. If the phone does not work due to fire or other disaster, have someone call from a cell phone, nearby residence or local business.
5. Complete incident/accident forms as required and do not discuss incident with media or the general public - refer questions to Executive Director.
6. If fire alarm is set off accidentally, locate door/area that has been activated and use key to turn it off and contact the alarm monitoring company, followed by the fire department. Instructions can be found, hanging on the fire alarm panel in the Admin office.

Fire drills at Sherwood facility will be held periodically as designated by leadership staff.

1. Announce, "There will be a fire drill in a few minutes- it is only a drill."
2. Follow emergency exit procedures.

### **Power Outage**

- If leadership staff determine that closing is necessary, Welcome Center staff will announce the closure over the paging system. If asked, explain to members that the power outage affects our heating, cooling, air circulation and lighting in the building and can cause damage to some of our equipment.
- Call PGE to report the outage: 503-228-6322 during business hours or 800-544-1794 after hours.
- Maintenance staff or Building Supervisor will go to the roof and shut off the main switches on Carrier unit RTU-1, Ice unit AHU-1, Reznor

units RTU-2 and RTU-3, Payne A/C unit. Each unit is labeled with the brand name as well as number.

- Unplug surge protectors from the wall at each work station. This will save our computers.
- Maintenance staff or Building Supervisor will go the basement electrical room number 104. On panel marked 2L1 shut off breakers 16-30. On panel 4L1 shut off breakers 1, 3, 5, 23, 25, 27, 29. When the breakers are off they will show a red mark.
- The pool pump will automatically shut off. As a precaution shut off the pool pump break also.

When the power outage is over:

- On the roof, turn on units listed above in step 3. These units have a 3 to 5 minute delay before starting- this is a built in safety feature.
- In the basement electrical room #104 turn on breakers listed above in step 5.
- Turn the pool pump breaker into the on position and push the blue reset button located on the front of the electrical box.
- Plug in surge protectors at each work station.
- Watch for unusual sounds or burning smells. Report any safety concerns to leadership staff.

## **Lock-In Emergency**

### Definition of a lock-in emergency

A lock-in is the response to a threat or act of violence in the Sherwood Y facility or in close proximity to the Y. Examples of situations which may prompt a lock-in are listed following the Lock-In Policy. Steps listed in the examples below will be taken after paging Lock-In and calling 911.

### Activation of a lock-in emergency

Any staff person can call for a lock-in due to threat or act of violence in the facility; a leadership staff person or Building Supervisor will determine if a lock-in is necessary for threat or act of violence occurring in close proximity to the Sherwood Y. The need for a lock-in will be communicated to the Welcome Center.

- Dialing 0, 4072 or 4073 from any phone in the facility
- Walkie-talkie
- Sending another staff person or Y member in person

Welcome Center staff will then announce "This is a LOCK-IN emergency... this is a LOCK-IN emergency." Then call 911.

1. Dial 9 for outside line, then dial 911
2. State the type of emergency
3. Give our location: Sherwood Regional Family YMCA, 23000 SW Pacific Hwy and phone 503-625-9622.

One designated staff person will notify the pool, as paged announcements cannot be heard in the pool area.

### Staff Response to Lock-In

1. Leadership Staff/Building Supervisors: if it is safe to do so, tour the facility and ensure the rooms listed below are locked.
2. Other members of staff will escort members to the nearest of the locations listed below, locking the door to the rooms. \*\*Note: some of the lock-in rooms require keys to lock the doors. Staff with keys in hand need to report to a room where a key is required. See below.
3. Staff who are supervising children need to take these extra precautions:
  - Take a head-count of the children in your care, match this count to the attendance/sign-in sheets.
  - No child may be checked out during this time. Parents are invited to stay with their children during the lock-in.
4. Lock-In Locations \*\*indicates key required
  - Main Level
    - Conference Room
    - Multi-Purpose Room
    - Men's or Women's Locker Rooms\*\*
    - Staff Room
    - Admin office
  - Upper Level
    - Studio 1
  - Lower Level
    - Studio 2\*\*
    - Green Room
  - Teen Center
    - TC Closet\*\*
    - TC Offices
5. After getting to safety do the following and enforce the same with members
  - Be silent
  - Move to an area away from doors and windows
  - Cover the windows
  - No calls or texting from cell phones
  - Stay in place and do not leave the room until "all clear" is given
6. When it is safe one of the following will occur
  - The door will be unlocked from the outside by a police officer, leadership staff person or building supervisor
  - "All Clear... All Clear" will be announced through the paging system



7. Building supervisors/leadership staff will follow all steps outlined in the Notification of Supervisory Staff and Incident Reporting sections above

## **Acts of Violence**

### Assault

- Ensure the safety of employees and members. Activate a Lock-In if necessary.
- Notify CPR/first-aid certified persons and the Building Supervisor.
- Seal off area where assault took place.
- When calling 911 notify if weapon was used, victim has physical injury causing substantial pain or impairment of physical condition, or assault involved sexual contact. This include contact with private areas that were covered with clothing at the time of contact.
- Building Supervisor notifies designated emergency contact(s) of the person or persons involved in the assault; completed incident reports documenting all activities.

### Robbery

- Remain calm. Avoid violence.
- Never attempt to seize a weapon!
- Follow instructions of suspect.
- Treat suspect as normally as possible and with respect.
- Do not surprise a suspect.
- Inform suspect before you reach for something or move.
- Note suspect's facial features, height, weight, clothing, weapon, number of accomplices, car, and anything else that may help police identify him/her. Watch which direction the suspect travels and inform police.
- Seal off area around crime scene.
- Do not touch anything the suspect may have touched.
- Document all activities.

### Weapon(s) in the Facility

- Activate Lock-In Emergency and call 911.
- Inform building supervisor with name, where weapon is located, if the person has threatened anyone or any other details that may prevent the person from hurting someone or himself/herself.
- Remain calm. Avoid violence.
- Document all activities.

## Sherwood Regional Family YMCA Programs

Condensed Summary of our 115 distinct offerings.

### **AQUATICS**

Program:

#### **Swim Lessons**

Description:

YMCA of USA swim lesson curriculum teaches individuals basic life saving water skills, stroke development, and everything in between

Age group being served:

6 weeks to adults

Estimate number being served:

2,000 plus

Program:

#### **Sherwood Y Dragon Swim Team**

Description:

Competitive Swim team with 3 different training squads with varying abilities

Program:

#### **Aquatics Camps**

Description:

Fun activities in the water promoting safety and education

Age group being served:

5-12 years

Program:

#### **American Red Cross Lifeguarding Class**

Description:

40 hour course: upon successful completion, participants will receive a 2 year certification in lifeguarding, CPR/PR/AED and First Aid

Age group being served:

15+

Program:

#### **Water Fitness Classes**

Description:

Variety of levels for a good workout with lower impact

Age group being served:

14+

### **HEALTHY LIVING**

Program:

#### **AOA Classes - Silversneakers, Silver&Fit, Boom, yoga, nia, zumba gold, aqua zumba, enhance fitness, movement for better balance, a matter of balance**

Description:

Fitness classes aimed at the active older adult to help with functional fitness

Age group being served:

Age 55+

Estimate number being served:

1000 plus

Program:

#### **AOA Socials**

Description:

Lunches, potlucks, wellness talks.

Age group being served:

Age 55 +

Program:

#### **Diabetes Prevention (Nat'l Y-USA program)**

Description:

Educational program to help prevent type 2 diabetes.

Occurrence of program:

2 times per week, 16 week session, certified instructors.

Age group being served:

Anyone at risk for type 2 diabetes

Program: **Fitness Camps**  
 Description: Small group personal training  
 Age group being served: 14 and over  
 Instructor certification: Yes, Personal Trainer  
 Program: **Couch to 5K**  
 Description: Beginning running group that focus on technique and stamina  
 Age group being served: 14+  
 Program: **Group Exercise classes - cycle, step, dance fitness, circuit, power up, total body conditioning, barre, PiYo, Yoga, gentle yoga, Nia, tabata. totally toned. strength training**  
 Description: Fitness classes, all levels, numerous formats  
 Occurrence of program: 15-18 per day  
 Age group being served: over 14  
 Estimate number being served: 200 per day  
 Program: **Youth/teen fitness**  
 Description: Kids Yoga and Teen Strength  
 Occurrence of program: 2 times a week  
 Age group being served: 6-18  
 Program: **Personal Training**  
 Description: One on one personal training  
 Age group being served: 11- up  
 Program: **Y SNAPS**  
 Description: Fitness, social, and community building with our Special Needs population  
 Age group being served: 14+  
 Program: **Pickleball**  
 Description: Open pickleball play sessions on sport courts  
 Program: **Healthy Living Community Events**  
 Description: *Building community* through outdoor experiences (hike, kayak, snowshoe, etc.)  
 Age group being served: all  
 Program: **8 Weeks to Wellness (nutrition and training for new or returning exercisers)**  
 Description: Step by step exercise program, healthy food choices, label reading  
 Age group being served: 13 and over  
 Program: **Adult Pick up basketball / volleyball**  
 Description: Physical fitness, fun, and comradery while playing sports  
 Age group being served: Adults 18+  
 Program: **Knitting & Crochet Club**  
 Description: Enjoy the friendly environment of the YMCA to work on your projects and meet other adults who have your same interests  
 Age group being served: Adults

Program: **American Red Cross CPR/AED/First Aid Training**  
Description: Participants learn skills required to take life-saving measures while waiting for EMS to arrive  
Age group being served: 14- adult

### **YOUTH DEVELOPMENT**

Program: **Child Watch**  
Description: **Free service** to parents, grandparents, caregivers, guardians who are members and using the facility, providing a safe and enjoyable space for their children

Age group being served: 6 weeks - 8 years  
Estimate number being served: 100 Children per day, 1500 unduplicated per year

Program: **Fun Club**  
Description: Free program of activities for children including rock climbing, swimming, court play, and free time

Age group being served: 5-10 years

Program: **Rock Climbing (class and open climb)**  
Description: Basic instruction and trust building with a belayer and climber

Age group being served: 5 years - Adults

Program: **School Age (supervised watch)**  
Description: **Free** program of activities for children including rock climbing, swimming, court/out side play, and free time.

Age group being served: 6yrs-11years

Program: **Gymnastics**  
Description: Focusing on motor skills, balance, coordinator, and strength through the sport and apparatuses of qvmnastics

Age group being served: 3-13 year olds

Program: **Homeschool PE**  
Description: Physical education for homeschool students to be active in play and sport

Age group being served: 5-13 year olds

Program: **Safe at Home**  
Description: Discussion-based class where families learn home-alone safety for kids

Age group being served: 8-11 years

Program: **Youth Enrichment**  
Description: Classes include but are not limited to; Creative play and splash, creative writing, Art Fundamental, Beginning Drawing, kids yoga, Zumba Kids, Lego Engineering, Home School P.E, Preschool PE, karate, running club

Age group being served: 3 - 13 years

Program: **Youth Sports**  
Description: Introduction to sport specific skills, team building and YMCA values (Love, Respect, Honesty, Responsibility, Service)  
Age group being served: 3-6 year old males and females (basketball is for 3-8 year olds)  
Estimate number being served: 700 Children and 120 volunteer coaches

Program: **Summer Camps**  
Description: Half day camp from 9-1 focuses on a specific theme or sport for the entire week  
Age group being served: 5-11 years of age

Program: **American Red Cross Babysitter's Training**  
Description: Participants learn the safety and care skills required to be an excellent babysitter  
Age group being served: 11-14 years

Program: **Teen Center**  
Description: Safe space for teens to socialize, be active, and study:  
\* STEM, coding and other programs coming in 2017

Age group being served: 11-18 year olds  
Program: **Middle School Dances**  
Description: Middle School Dances (monthly, supervised) for teens to "Move Your Body! Dance!"

Age group being served: 11-15 year olds  
Program: **Teen Ambassador**  
Description: Teens who make a difference in the Teen Center by fundraising, creating activities, and developing programs

Age group being served: 11-18 year olds  
Program: **Teen Leadership Program**  
Description: Leadership development for teens  
Age group being served: 11-18 year olds

**COMMUNITY EVENTS, SERVICES, and PARTNERSHIPS** Partial Listing

Program: **Healthy Kids Day**  
Description: This free, fun filled National event is geared for all ages to promote health and wellness  
Age group being served: All ages, community-oriented  
Estimate number being served: 500

Program: **Family Triathlon**  
Description: Families are living a healthy lifestyle by swimming, biking and running together in a fun family event

Age group being served: All ages  
Program: **Harvest Fest**

Description: Families are enjoying a day together with games, crafts and activities in a safe environment

Age group being served: All ages

Program: **Mother's Day Tea**

Description: Open to the community to celebrate motherhood with food, coffee, tea, raffle prizes and massages

Age group being served: All ages

Program: **MOPS (Mother's of Pre-Schoolers): Nat'l YMCA Partnership**

Description: Group and parenting support for mother's of toddlers

Program: Brand new - Spring 2017  
**Veteran's Day Celebration**

Description: Open to the community to celebrate and honor veterans and members of our armed forces: we provide food, coffee, tea, raffle prizes and free memberships for the remainder of the month for vets

Age group being served: All ages

Program: **Breakfast with Santa**

Description: Community event for the community to enjoy game, crafts, breakfast and the opportunity to meet "Santa"

Age group being served: All Ages

Program: **200 Club**

Description: We honor and recognize members who use our facility 200+ times in a calendar year with shirts and we do member highlight in our newsletter

Age group being served: All Ages

Program: **Independence Academy**

Description: Partnership with SHS to provide a classroom for continued learning, access to Y programs, and opportunities to gain workplace experience

Age group being served: 18-21

Program: **Toastmasters**

Description: Program designed to help overcome the fear of public speaking in a safe, friendly environment

Age group being served: Adults

Program: **CLASSES: Parenting, Spiritual Growth, Grief Share, etc.**

Description: Partnerships with local faith based organizations on various topics

Age group being served: Teens and Adults

Program: **Chaplaincy**

Description: Spiritual and practical life skills guidance at participant's request

Age group being served: All, + families



Program: **Good Samaritan Counseling**  
Description: **Free Counseling** via partnership with YMCA-CW  
Occurrence of program: At Participants Request, Starting March 2017  
Age group being served: All, especially teens and families

Sherwood School District  
Transition Services  
Independence Academy

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May 22, 2017

To: Mayor Clark, Council President Harris, and City Council Members

RE: Letter of Reference for YMCA of Columbia - Willamette

For the last four years, the YMCA and the Sherwood Transitions Program have been engaged in a unique community partnership. This partnership was formed on the basis of shared goals and values. Since the beginning our relationship, for four hours daily, the Y has provided a dedicated space, at no cost to Sherwood School District. They have welcomed our students into the community and have helped to facilitate important next steps after high school – preparation for work and making community connections.

The YMCA genuinely *walks the talk* with regard to their mission of “Building Strong Communities.” Consistently, they have been open to exploring and implementing a variety of ways of cooperating to help support transition age students with disabilities reach their goals connected to work readiness, independence, and recreation. Specifically, the YMCA has provided a range of work experiences, based on student interests, from checking in members, to cleaning facilities, to learning how to support children in Child Watch.

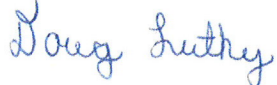
Besides acting as a hub for our activities in connecting with other community businesses, the Y also provides space for hosting meetings with other State and Local agencies, opportunities for recreation, and even members volunteering their time in support of our efforts.

Many doors have been opened in light of our relationship. We have made meaningful connections with YMCA members as well as with local businesses. At the heart on these connections are the Y’s core values: Love, Respect, Honesty, Responsibility, and Service. As a direct consequence of these connections and relationships, last year all of our students that “aged out” of services gained competitive paid employment.

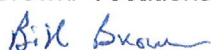
We hope you will consider these important ways our partnership with the Sherwood Regional YMCA is impacting our students as well as how the YMCA promotes the kind of community that the city of Sherwood strives to embody - a welcoming and empowering one. As you move toward making a final decision, please consider the additional value to the YMCA brings to our community.

Thank you for your consideration.

Doug Luthy/ Sherwood School District Transition Coordinator



Bill Brown/ Vocational Specialist



May 9, 2017

Dear Sir or Madam:

The Sherwood Chamber of Commerce's mission is to give value to our members and the community through innovation and bold leadership and programs that develop the business climate.

The YMCA has helped us on many occasion by helping us with volunteers and sponsorships for our various events so that we could add value to our businesses and city.

In addition, the YMCA has been a vital and active partner, often behind the scenes, giving others the spotlight. The livability of Sherwood has benefited by having the YMCA an essential part of our growth.

The Sherwood Chamber of Commerce has worked with the Sherwood Regional Family YMCA for many years. The YMCA has been a significant community partner as well as a supporter of the Chamber. We are thankful for the relationship we have had over these years.

We hope that you too recognize the importance of the community partner that the YMCA is and has been.

Sincerely,



Lana Painter  
Executive Director  
Sherwood Chamber of Commerce  
[www.sherwoodchamber.org](http://www.sherwoodchamber.org)

**Driving Relationships, Business & Community.**

P.O. Box 805 • 22566 Washington Street #101  
Sherwood, OR 97140

Phone: 503-625-7800 • [www.sherwoodchamber.org](http://www.sherwoodchamber.org)



Reference for YMCA of Columbia-Willamette

May 17, 2017

To Whom It May Concern:

From the day the Sherwood YMCA opened until today, it has been a central part of the community. As a charter member who has been very active since its inception, this is the one place that my kids, my wife and I know that we can always go for a good workout and run into many friends while there. Above and beyond just being a great workout venue, the Sherwood Y has been a place where we all volunteer, raise money, get involved in kids sports, have meetings, and learn.

As a leader in the community and pastor of a large church very close to the Y, I can attest to the fact that this place is known by all as a safe place, a healthy place, and more than merely a gym. It's a family place, a social place as well as the best recreational place around. Many many people are very vested in this organization and this facility and would be greatly disappointed if this hub of the community ceased to be a YMCA.

Sincerely,

A handwritten signature in blue ink that reads "Paul Duppenthaler".

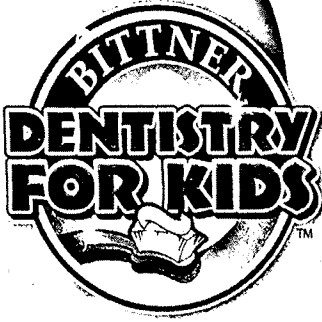
Pastor Paul Duppenthaler  
Countryside Community Church

Tel 503.925.0689  
Fax 503.925.0696

18810 SW Kruger Road  
Sherwood, Oregon 97140

[info@countrysidechurch.com](mailto:info@countrysidechurch.com)  
[www.countrysidechurch.com](http://www.countrysidechurch.com)

• Specialized in caring for infants, children, teens, and those with special needs



March 15, 2017

To Whom It May Concern,

I have been part of the YMCA since moving to Sherwood in 2007. I have previously sat on the board, been an active member since 2007, have coached various youth sports teams, and have supported the YMCA every year since I have lived in this community.

As a local business owner and Fellowship of Christian Athletes (FCA) Huddle Leader, I have teamed up with the YMCA on multiple occasions. We have teamed up in service projects, community events for our youth, and share the same vision on many things. I can't think of another organization in this community that has more of a positive impact on my life, and the lives of the youth in this community.

The YMCA has been criticized on issues in the past, yet the YMCA has never compromised their integrity. I am a proud supporter of the YMCA, and all that it stands for.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Bittner". The signature is fluid and cursive, with a long horizontal line extending to the right.

Justin J. Bittner, DMD

Board Certified Pediatric Dentist

**Melissa Smith**

After 9/11 my job in hospitality took a large hit. My hours began to get cut back and in the end I was laid off. I could no longer afford the luxury of a gym membership. I was very fortunate to receive a scholarship through the Y until I got back on my feet again. It was only a few months but it meant the world to me. This is just the beginning of my story. My kids have all played sports and taken swimming lessons through the Y. Four years ago I decided to start exercising. I work from home and it can be very isolating. Since I made the decision to go, I've made several really great friends. I've pushed myself further than I ever thought possible. I love the instructors and employees. If the Y has taught me anything it's never give up on myself. EVER.

**Anonymous**

I've been involved with the YMCA since 2009. My first experience with the Y was swim practice.

At the Y I am on swim team. But, I know my Y membership is so much more. At the Y I find love, develop working hard, and get inspired to swim harder.

The Y has made me a better person by people telling me to "never give up!"

The one thing I love most about the Y is the Pool!

If I had just 30 seconds to tell Drake about the work the Y does, I would say if you come visit the Sherwood YMCA you will meet people you never knew and can swim in the pool.

**Korrin Fyall**

I came the Y when my husband and I first moved here in 2006. They have helped and encouraged me with my life long struggle with weight loss and maintenance. When I was working with physical therapy for my knees they were there with support. I have finally finished the 12 Week Program after years of interruptions due to health and family. It gives me opportunity to have time to myself to exercise while they watch my three little ones. The classes are amazing and I love the pool. The activities for my kids have been wonderful and every day they look forward to coming because they think it is for them not just mommy. I just cannot find the words to express how much this place and membership means to me. We also had financial hardship at one point when I was unexpectedly laid off from work. Thank you for all you have done for me and my family.

**Christina Bibby**



I started working for the Y shortly after my husband left for his third deployment. Our first born was only six months old and I had quit my current job to stay home with my baby. I was a member at the Y and had heard about a job opening in Child Watch. What a perfect job! I got to work, and still got to spend time with my baby boy. My husband was gone for a year and a few months after his return home, I left my job at the Y to pursue my college career. After my second baby was born I found myself suffering with postpartum depression. I thought back to the time I was happiest, and immediately thought of the Y. I applied for a job opening in child watch again and have been working for the Y since Dec. 2016. Now I'm happy serving the community, and providing parents with the ever-so-important break to go to work out or enjoy quiet time in the lobby. If I hadn't gotten the job at the Y again. It's hard to imagine where I'd be.

### **Anonymous**

I've been a part of the YMCA since 2011. My first experience with the Y was as a budget-friendly gym where I could exercise and bring my baby girl for free childcare. At the Y I exercise and my children participate in youth programming. But, I know my Y membership is so much more. At the Y I find a retreat to focus on my health, develop community, and get inspired to teach my children about healthy life both with physical activity and positive relationships. The Y has made me a better mom by giving me an outlet to discover my love for dance, and providing a safe environment for my children to be introduced to the joy of movement and exercise with peers. The one thing I love most about the Y is that it truly feels like an extended family. Whether I am there to workout, watch my children in the pool or on the court or participate in a community event, I feel welcomed as a member of our community. If I had just 30 seconds to tell Bill Nye the Science Guy about the work the Y does, I would say it does so much more than provide a family with an array of fitness opportunities. It fosters its own community, involving both staff, members, and their families to have positive personal interactions with those in our area. This is why we are there 5 days a week with our three daughters who have all grown up loving our Y family.

### **Kathleen Croudace**

The "Y" offers many choices in ways to exercise. You can chose an individual program with their variety of equipment or group classes.

There is a large pool that is used for swimming lessons, group water exercises, free swim, family swim, and school parties.

Group classes offer opportunities to exercise and socialize. We have a lunches at local restaurants every other month and are able to meet other members of our class and sit and talk in a relaxed environment.

We have Christmas and birthday parties at different members' houses which allows for a more intimate gathering. This is all because the "Y" has brought us together.

Memberships is very reasonable for the variety of workout offered. Almost all the classes are free and some insurances will pay for membership.

The Y" has brought us together and we care about one another. We ask when someone isn't present. We send get well cards and offer our help.

The "Y" offers opportunities for exercise and socialization both are important for our overall health.

### **Burt Mooney**

I have been a charter member of the Y since 1998. The place and the staff running it are the most professional people I have ever been associated with. I come here nearly every day. The people here keep me coming back. The facility is always clean, and the equipment is excellent. I love this place as it is, and the staff and volunteers are what makes it what it is. It is the best asset that Sherwood has. Please keep it like it is.

### **Anonymous**

I've been involved with the YMCA since 2017. My first experience with the Y was when I interviewed for child watch. At the Y I am a staff member. But, I know my Y membership is so much more. At the Y I find an interactive and uplifting job, develop patience, and get inspired to live out my core believes the Y focuses on. The Y has made working a better experience by working with encouraging staff and members. The one thing I love most about the Y is the positive energy.

If I had just 30 seconds to tell anyone about the work the Y does, I would say the Y is a nonprofit organization that focuses on spiritual and emotional growth of its members. In addition to high level of fitness.

### **Patti McKeen**

I am a charter member of the Sherwood YMCA. I love the Y. I have worked out consistently at the Y from the very first day it opened. I love the staff and have become friends with other members. I will be turning 65 in April and I am looking forward to getting help with my Y membership, one of the benefits of my supplemental health plan.

I have talked to many young moms that use the YMCA's free childcare. Many would find it difficult without this free service.

The Y helps to make a healthier community. It is true that there are people in Sherwood that pay taxes for the Y and don't use the facility. But there are also people that pay taxes for schools that don't have kids in school. Just like school, I see the Y as a vital part of our community.

**Jane Dwyer**

I've been a member for approximately 9 years. Through the years I've had many wonderful times at the Y, socially and the many good programs provide for exercising. I've made many close friends through the Y.

The instructors and member have helped through several illnesses- the most recent being tongue cancer. I had surgery a week ago [at the time this story was written]. With maintaining my balance and strength through Jeanne's classes my surgeon gave me permission to return because I progressed rapidly and he contributed it to my staying in shape.

I'm 81 and missed only 2 classes. I succeeded with Heinz's class today and hopefully the Y will continue as is- we don't need any changes.

**Audrey, age 8**

*(Includes Picture)*

The YMCA means so much to me. My favorite thing to do at the Y is to do swimming lessons. Everyone that works at the Y are so nice to me! I also enjoy basketball. The Y is the best place for me to play basketball and swim!



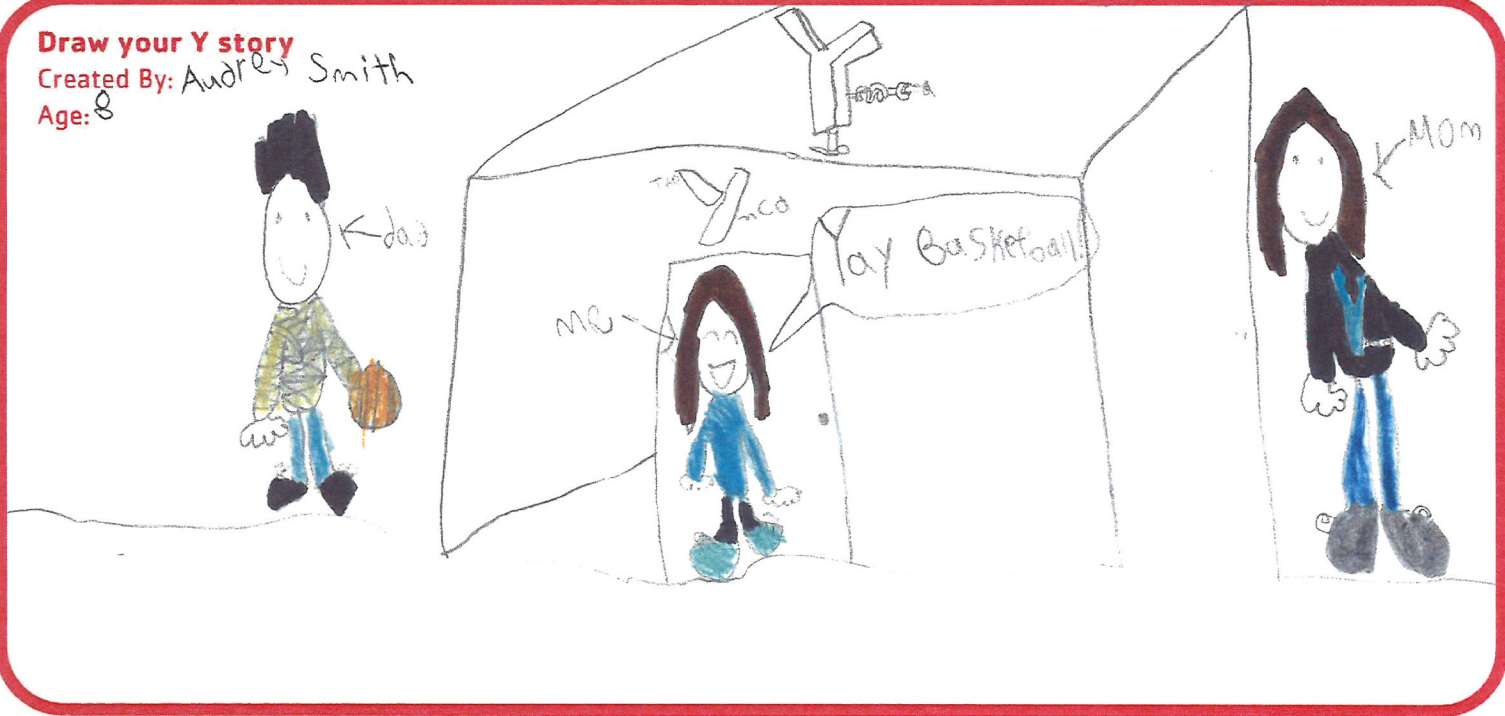
FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# MY Y STORY

Whether you come to the Y to work, play or give, whether you are 5 or 55, we want to know what the Y means to you.

## Draw your Y story

Created By: Audrey Smith  
Age: 8





FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## Sherwood Family YMCA Program Evaluation

Program: \_\_\_\_\_ Childs Age: \_\_\_\_\_

Please rate the following:

	Great	Good	Needs Improvement
Equipment	___	___	___
Organization	___	___	___
Schedule	___	___	___
Practice/Game/Class set-up	___	___	___
Staff	___	___	___
Communication w/ Staff & Parents	___	___	___
My family / child had fun	___	___	___
Value for the money	___	___	___

The structure of program was:      Too Much      Just Right      Too Little

Would you recommend this YMCA program to others?    Yes      No

Would you register your child next session?      Yes      No

What did you like about the program? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What did you dislike about the program? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Are there any changes you would like to see that would enhance the program?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Additional comments:

Date: \_\_\_\_\_

## Sherwood YMCA Swim Instructor Evaluation

Class Level: \_\_\_\_\_ Class Time: \_\_\_\_\_

Instructor Name: \_\_\_\_\_ Child's Age: \_\_\_\_\_

Did the instructor begin and end class on time?  Never  Rarely  Usually  Always

Did the instructor appear prepared for your child's lesson?  Never  Rarely  Usually  Always

Did the instructor teach your child at his/her level?  Never  Rarely  Usually  Always

Did the instructor develop a positive relationship with your child?  Yes  No

Was the instructor available for feedback before/after the class?  Yes  No

How would you rate your child's progress during this swim lesson session?

Much Less than Expected       Less than Expected       About as Expected       More than Expected       Much More than Expected

How satisfied are you with the YMCA swim lesson program?

Very dissatisfied       Dissatisfied       Undecided       Satisfied       Very Satisfied

Was there something in particular that you liked about YMCA swim lesson program? \_\_\_\_\_

\_\_\_\_\_

How can we improve future swim lesson experiences? \_\_\_\_\_

\_\_\_\_\_

How well did we "put the Christian principles of love, honesty, respect, responsibility, and service into practice through programs that build a healthy spirit, mind, and body for all"?

\_\_\_\_\_

Additional Comments: \_\_\_\_\_

\_\_\_\_\_

Thank you for taking the time to help us improve the quality of our programs. Your opinions will be discussed with the aquatic staff. If you would like the Aquatic Director to follow-up with you concerning swim lessons or another aquatic program, please leave your name and phone number below.

Name: \_\_\_\_\_ Phone: \_\_\_\_\_



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



**legend**

1. whirlpool spa
2. family changing rooms
3. 6 lane lap pool
4. retractable spectator seating
5. storage
6. raquetball court
7. alternate event entry
8. multipurpose room
9. childcare room
10. dedicated washroom
11. lockers/coats
12. vending/phones
13. outdoor play area
14. catwalk access to stair
15. lobby
16. info/concession/collection desk
17. women's restroom
18. men's restroom
19. meeting room
20. administrative office
21. office
22. lifeguard office
23. elevator
24. staff room
25. janitor
26. men's locker room
27. women's locker room
28. classroom
29. pool
30. youth center
31. life guard room
32. aquatic office
33. team locker room

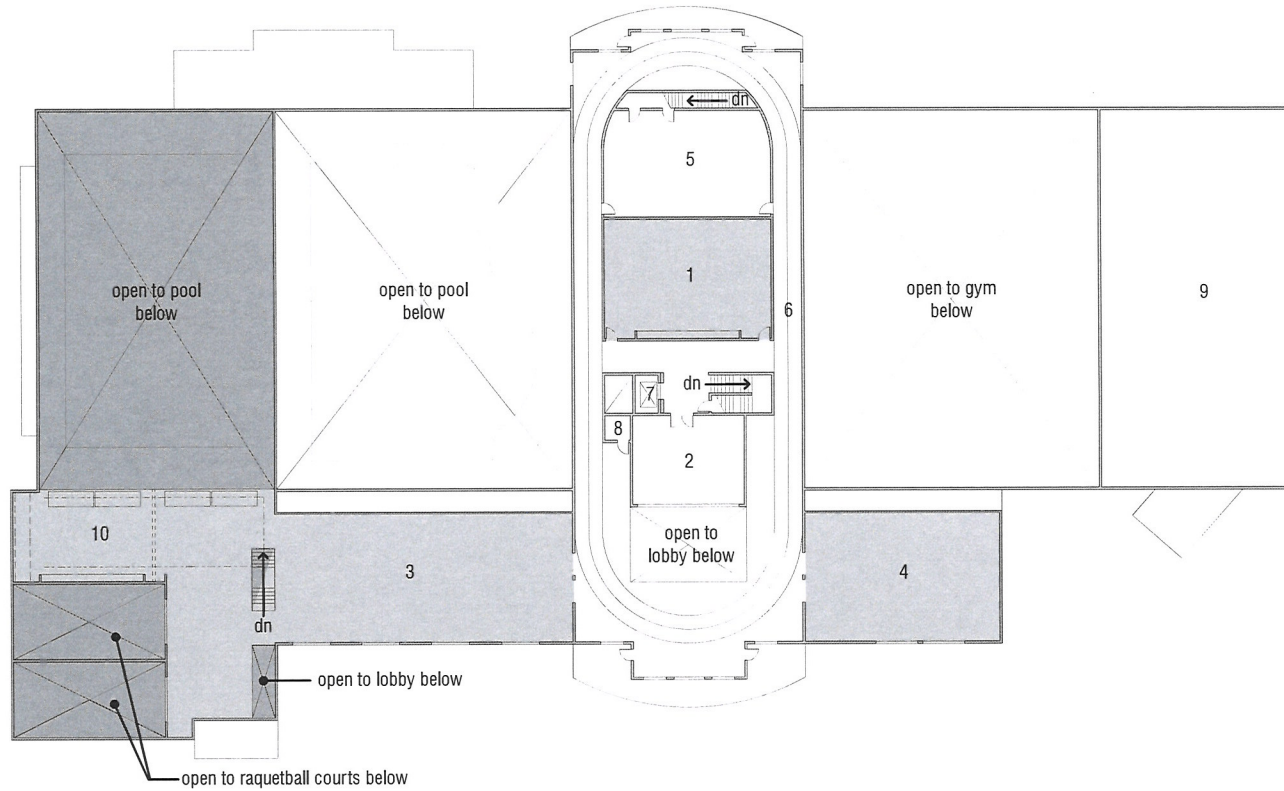


**Main Floor Plan**

0' 30'

**legend**

- 1. aerobics/dance
- 2. stretching
- 3. cardiovascular area
- 4. free weights
- 5. aerobics/dance
- 6. track
- 7. elevator
- 8. restroom
- 9. youth center
- 10. multipurpose room



**Upper Floor Plan**

0' 30'



**legend**

- 1. lobby
- 2. men's restroom
- 3. women's restroom
- 4. elevator
- 5. office
- 6. teen room
- 7. gymnasium
- 8. aerobics/dance
- 9. weights
- 10. storage
- 11. mechanical
- 12. electrical room
- 13. elevator machine room



**Lower Floor Plan**

0' 30'



existing site plan

Brian C. Jackson, Architect LLC  
13640 NW Laidlaw Rd. | Portland, Oregon | 503.310.8707



**legend**

- 1. building expansion / renovation
- 2. exterior courtyard
- 3. outdoor play area
- 4. outdoor play / picnic
- 5. parking lot expansion
- 6. new sidewalk
- 7. family picnic shelter
- 8. picnic table
- 9. bark chip fitness path
- 10. water treatment / bio-swale
- 11. stormwater & community education



proposed  
**composite site plan**

**Brian C. Jackson, Architect LLC**  
 13640 NW Laidlaw Rd. | Portland, Oregon | 503.310.8707



# YMCA of Columbia Willamette

## 2017 Health & Welfare Benefit Summary

### Medical



#### Providence - "Full Time" Employees

\$3,000 Calendar Year Deductible  
\$10 Office Visit Co-payment Primary Care (Deductible Waived)  
\$20 Office Visit Co-payment Specialist (Deductible Waived)  
20% after deductible for most other services if using an in-network provider  
\$15 Co-payment for Tier 1 Prescription Drugs  
\$45 Co-payment for Tier 2 Prescription Drugs  
Vision: \$10 Co-Pay for Exam \$130 Hardware Allowance per 24 Months

#### Health Reimbursement Arrangement (HRA) - "Full Time" Employees Only

If you are enrolled in Providence Health Plans you are eligible for deductible assistance of up to \$1,500. You will be responsible for the first \$1,500 in deductible expenses. The HRA plan will reimburse your expenses from \$1,500.01 to \$3,000.00

---

#### Providence - "Part Time Plus" Employees - (H.S.A. Plan)

\$3,500 Calendar Year Deductible  
20% Office Visit Co-insurance Primary Care  
20% Office Visit Co-insurance Specialist  
20% after deductible for most other services if using an in-network provider  
20% Co-insurance after medical deductible for all prescription drugs

#### Kaiser - "Full Time" Employees Only

\$3,000 Calendar Year Deductible  
\$30 Office Visit Co-payment Primary Care (Deductible Waived)  
\$40 Office Visit Co-payment Specialist (Deductible Waived)  
20% after deductible for most other services if using an in-network provider  
\$20 Co-payment for Tier 1 Prescription Drugs  
\$40 Co-payment for Tier 2 Prescription Drugs  
Vision: \$30 Co-Pay for Exam \$150 Hardware Allowance per 24 Months

#### Health Reimbursement Arrangement (HRA) - "Full Time" Employees Only

If you are enrolled in Kaiser you are eligible for deductible assistance of up to \$1,500. You will be responsible for the first \$1,500 in deductible expenses. The HRA plan will reimburse your expenses from \$1,500.01 to \$3,000.00

### Dental



#### Standard - "Full Time" Employees Only

\$50 Calendar Year Deductible (Waived for preventative services)  
Preventative Services Covered at 100%  
Basic Services Covered at 80% after deductible  
Major Services Covered at 50% after deductible  
\$1,000 Calendar Year Maximum  
\$250 of unused plan maximum can be rolled to the next plan year if benefit usage does not exceed \$500. If you qualify for the max builder benefit you may also qualify for an additional \$100 bonus for using PPO providers.



# YMCA of Columbia Willamette

## 2017 Health & Welfare Benefit Summary

### Life Insurance

Reliance Standard - "Full Time" Employees Only  
Benefit amount is 1.5x your annual income

**RELIANCE STANDARD**

### Long Term Disability

Reliance Standard - "Full Time" Employees Only  
60% of monthly earnings to maximum of \$6,000 per month  
Benefits begin 90 days after disability

### Flex Plan

BHS - "Full Time" Employees Only

- Premiums
- Unreimbursed Medical Expense
- Dependent Care Expense

BENEFIThelp  Solutions

### AFLAC

Aflac - "Full Time" and "Part-Time Plus" Employees  
There are a variety of voluntary benefits available  
with AFLAC.

**Aflac** 

### Legal Shield

Legal Shield - "Full Time" and "Part-Time Plus" Employees  
Legal Shield provides you with access to a network  
of legal professionals for your legal needs.



## **SERVICES PROVIDED BY ASSOCIATION SERVICES OFFICE**

*(Updated 1/2017)*

At the YMCA of Columbia-Willamette, our Association Services Office (ASO) consolidates business operations that are shared between our multiple branches. Most organizations have found significant cost-efficiencies in centralizing services that are duplicative between the Branches. Sharing these services eliminates redundancy and provides consistency and standardization to the organization’s employees and customers served. The goal of ASO’s shared services structure allows each Branch of the YMCA to focus its limited resources on activities that support its business goals rather than administration. Examples of shared services at YMCA of Columbia-Willamette are Financial Services, Human Resources, Information Technology, Digital Media, Fund Development, Executive Administration, etc. The following descriptions provide limited insight into the shared services provided for the Branches from ASO.

### **Human Resources**

The HR department at ASO supports the full spectrum and cycle of employee needs from recruitment to hiring to on-boarding and orientation to training and development to performance, benefits, retention and departure. Our activities support and help each branch achieve its mission and purpose, along with maintaining ever-changing regulatory awareness and compliance. The following activity list provides high level examples of our HR support to branches:

Recruitment	Retention Development / Direction	Job Description Development
Compensation Policy / Guidelines	Workplace Policy / Guidelines	Regulatory Compliance
Employee Benefits / Recordkeeping	Payroll Processing and Reporting	Performance Improvement Planning
New Employee Orientation	Certification Training / Tracking	Employee Engagement

### **Accounting/Financial Services**

The ASO’s Financial Accounting Department provides the branches and departments the full spectrum of recording, summarizing and reporting the myriad of transactions from the organization, so as to provide an accurate picture of its financial performance and position in accordance with Generally Accepted Accounting Practices. Activities accomplished by this department on behalf of the branches include, but are not limited to:

Accounts Payable	Treasury Management	Fixed Assets Management
Revenue Recognition	Expense Accruals	Compilation of Financial Reports
Financing / Tax Preparation Management	Planning, Budgeting and Forecasting	Restricted Fund Management / Compliance
Auditing / Compliance	Cash Management	Financial Statement Reporting

**Membership Support (Business Services)**

Membership Support is closely related to our Accounting/Financial Services activities. These activities support branch and department relationships with members by providing a consistent framework for member/participant data collection and interaction. The Business Services department is responsible to support the branch and its staff in the following ways:

Membership Registration and Billings	Monthly Recurring Membership Dues / Collections	Tracking and Reporting
Deferred Revenue	Member Status Reporting	Year-end Tax Receipts
Fund Development Reporting	Membership Systems	Third-party Billing and Collections

**Risk Management**

Our Risk Management services include all aspects of planning, organizing, monitoring and controlling activities within the Association to minimize the effects of risk on an organization's capital, earnings and quality of work and services. Our services expand the process to include not just risks associated with accidental losses, but also financial, strategic, operational, and other risks, such as contract negotiation, regulatory awareness and safety best practices. We support each Branch and department in efforts that provide, improve and sustain staff, member, guest and participant safety. The following activity list provides examples of Risk Management services provided to Branches and departments:

Safety Cabinets / Committees	Preventative Training / Awareness	Safety / Risk Coaching
Claims Management / Reporting	Policies / Procedures Management	Regulatory Monitoring
Commercial Insurance Negotiations	Contract Review and Negotiation	Workman's Comp Insurance

**Technology Support**

Our IT Department provides agility that facilitates and manages the use of external cloud services, along with internal offerings designed to provide cohesive services and support to each branch operation. In a constantly changing technology environment, providing appropriate technology to the branches so that all processes are able to function effectively and efficiently is a daily task. The IT Department provides and supports each branch with the technology it needs by:

Hardware Management	Software Management	Technology Policies / Best Practices
Telecommunication Management	Technology Security Management	Branch Surveillance Management
Cloud Services Management	Technology Training / Development	Installation and Implementation
Monitoring and Remediation	Systems Integration	

**Financial Development**

Our Financial Development Department provides support to branches and divisions by providing communication and financial development services necessary to provide the array of financial assistance and scholarship in our vision and mission; "to put the Christian principles of love, respect, honesty, responsibility and service into practice through programs that build a healthy spirit, mind and body for all." Our belief in Strong Communities compels us to work tirelessly to provide services for all those who are serious about "healthy spirit, mind and body". Our Chief Development Officer, along with our entire Executive Team, works directly

with the Association’s Board of Trustees, the Branches’ Board of Managers, Volunteers, Civic Organizations and Business Leaders to advance the YMCA vision within the communities it serves. Additionally, our Financial Development activities focus on building strong relationships with staff, members, volunteers and donors in a manner that positively contributes to the local community and our society as a whole. Activities accomplished by this department on behalf of the branches include:

Annual Campaign	Annual Giving	Capital Campaigns
Grants Oversight / Management	Planned Giving	Event Support
Reporting and Acknowledgments	Communication Collateral	Marketing Collateral

**Digital Media Marketing Support**

In an environment where consumers have access to information any time and any place, we recognize the importance of digital media. Digital media is an ever-growing source of news, shopping and social interaction, and customers, parents and members of the YMCA of Columbia-Willamette look for these conveniences. In addition to our website, our digital marketing activities include Facebook, Twitter, Instagram, along with channels that do not require use of the internet (billboard marketing, post cards, etc.). Digital media marketing support activities include, but are not limited to:

Content Management Review	Brand Standardization	Brochures
Email Campaigns	Annual Report	Collateral Materials
Website Development Management	Social Media Oversight	Business Cards, Invitations, Nametags, Signage, Letterhead, etc.

**Executive / Administrative Support**

Our Executive leadership provides direction and coaching to our Branch leadership that builds Branch and cross-Branch cohesiveness, encourages individual and team performance and accountability, all the while growing and inspiring our next generation of leaders, influencers and game-changers. This leadership includes work with the YMCA Board of Trustees, local branch and division Boards of Management, financial institutions, key association vendors, legal affairs, business leaders and local governmental agencies/cities. Coordination between branches, facilities and Association office provides opportunity for members, program users and customers to experience a variety of services that will benefit them as families and communities. Association leadership also provides public relation and media point of contact for incidents or crisis communication for the Association. Our Executive Administration activities include, but are not limited to:

Fiscal Administration	National YUSA Management	Legal Affairs Management
Treasury Relationship Management	Corporate Affairs Management	Strategic Planning Management
Cross-Branch Development	Board of Trustees Administration	Growth Management

## Membership Fee Structure

Members with a join date on or after May 15, 2017

<b>Membership Type</b>	<b>Resident Monthly* Inside Sherwood city limits</b>	<b>Non- Resident Monthly* Outside Sherwood city limits</b>	<b>Registration Fee</b>
Youth (3-11)	\$20	\$23	\$25
Young Adult (12-20)	\$26	\$29	\$25
Adult (21-64)	\$35	\$38	\$50
Senior (65+)	\$35	\$38	\$50
Adult Couple (18+)	\$58	\$64	\$75
Family (Up to 5 people on account, \$10 for each additional member, must show proof of residency)	\$70	\$77	\$75

Members with a join date prior to May 15, 2017

<b>Membership Type</b>	<b>Resident Monthly* Inside Sherwood city limits</b>	<b>Non- Resident Monthly* Outside Sherwood city limits</b>	<b>Registration Fee</b>
Youth (3-14)	\$20	\$23	\$25
Teen/Young Adult (15-22)	\$26	\$29	\$25
Adult (23 and up)	\$35	\$38	\$50
2 Adult	\$58	\$64	\$75
1 Adult and Children	\$60	\$66	\$75
Family (must show proof of residency)	\$70	\$77	\$75

Approximately 68% of our members pay Sherwood resident rates and 32% pay non-resident fees. Reduced resident rates are subsidized by non-members, whose higher fees help pay for the daily operation of the facility, capital improvements, maintenance and repairs. Currently, without non-residents as paying members at the facility, operations would be in a deficit, exposing the City and taxpayers to substantial additional costs.

## **FACILITY MAINTENANCE PROGRAM**

The facility maintenance program will be guided by the 2014-2024 Asset Management Plan. Routine maintenance and replacement will be performed according to the timeline therein. Maintenance and capital expense budgets will be created accordingly.

According to the current YMCA/City of Sherwood operating agreement, the scope of the facility maintenance program is limited to the facility interior, lawn and beds immediately surrounding the building, and lawn and bed surrounding the flag pole. Building roof and skin; sidewalks; and all areas not immediately surrounding the facility including, but not limited to, parking lot, parking lot planters, and fencing.

YMCA employees and volunteers will perform scheduled inspections of the facility, drawing attention to deficiencies and providing accountability for repairs. Two types of employee- and volunteer-driven inspections will occur:

- Property Committee Inspection: performed on a semi-annual basis. The focus is on cleanliness, maintenance deficiencies, and safety.
- Safety Committee Inspection: performed on a quarterly basis. The focus is on safety, fire marshal requirements, and maintenance deficiencies.

### **YMCA Property Committee**

The YMCA Property Committee will act as an advisory committee, lending expertise and experience to the facility. This committee is commissioned by the YMCA Board of Management and is responsible for developing and monitoring a facility management plan that includes both current space allocation and future development needs. The Committee is comprised of members from the Board, YMCA members, and Sherwood Public Works staff. The Executive Director or designee shall serve as staff person to this committee.

### **Preventative Maintenance**

The main focus of the facility maintenance program is on preventative maintenance. A preventative maintenance plan prolongs the life of the facility and all related assets, providing an estimated 500% ROI. Periodically, preventative maintenance requires shutting down an area of the facility.

Many preventative maintenance services and inspections are provided through contracts with skilled, knowledgeable vendors.



- HVAC and Boiler Maintenance contract. Services provided through TCMS
- Fire System and Extinguisher Maintenance Agreement. Services provided by ProTec
- Elevator Maintenance and Monitoring Agreement. Services provided by Willamette Elevator
- Fitness Equipment Maintenance Agreement. Services provided by Fitness Equipment Specialist

YMCA employees will perform, or work with vendors to perform preventative maintenance according to manufacturer specification. Preventative maintenance will include, but not be limited to:

- Flooring maintenance: resealing, refinishing, acid washing or shampooing as appropriate
- External gutters and storm drains
- Lighting throughout the facility
- Internal drains
- High dusting- above 9 feet
- Pool maintenance provided by on-staff Certified Pool Operators

### **Custodial Service**

Custodial service will be provided through a combination of after-hours contracted janitorial service and YMCA custodial staff.

YMCA employees will enhance the contracted services Monday-Friday with:

- Additional daily cleaning in all high-traffic areas including, but not limit to, main lobby, main floor restrooms, locker rooms.
- Additional daily cleaning of flooring and hand-height surfaces in all child care areas
- Continual disinfection of surfaces and equipment in child care areas
- Cleaning services in areas not covered by contract including, but not limited to, Teen Center and fitness studios
- Cleaning and disinfection of cardio and weight equipment three times weekly
- Specialized pool cleanliness
- Specialized floor care
- Custodial staff on-hand to address urgent cleanliness needs

### **Grounds Maintenance**

The grounds maintenance will extend to the beds and lawn immediately surrounding the facility, the bed and lawn surrounding the flag pole, and trash removal throughout the parking lot.

Grounds maintenance will be provided through a combination of contracted services and YMCA maintenance staff.

- Detailed landscaping contract with Aspen Creek
- Monthly contracted sweeping service with Great Western Sweeping

YMCA employees will enhance the contracted services with:

- Weekly lawn mowing, edging and trimming during the growing season
- Weed control
- Grounds beautification projects
- Snow removal and walk-way de-icing in winter weather

## **Sherwood Y: CUSTODIAL CLEANING SCHEDULE**

### **Entrances, Lobbies, Corridors, and Stairs**

Twice Daily:

- Disinfect front desk and tables
- Vacuum all flooring types
- Clean entry windows and ledges

Daily:

- Empty waste receptacles and replace liners.
- Sweep and mop resilient flooring: tile, stair tread
- Disinfect and polish drinking fountains

Weekly:

- Low dusting: below 5 feet
- Use auto-scrubber on vinyl plank and polished concrete flooring

Quarterly:

- High dusting: above 5 feet, within reach of cleaning equipment
- Edge and detail corners

Annually:

- High dusting: above 9 feet
- Carpets professionally cleaned
- Exterior doorway transitions thoroughly cleaned

### **Child Watch, Fun Club and Teen Center Classrooms**

Multiple Times Daily:

- Disinfect toys and equipment (infant and toddler spaces)
- Disinfect tables, counters, furnishings

Daily:

- Empty waste receptacles and replace liners
- Vacuum all flooring types
- Disinfect toys and equipment (pre-school and elementary spaces)
- Sweep and wet mop tiled floors
- Disinfect and/or dust low surfaces: below 5 feet
- Refill dispensers: soap, towels, cleaners

Quarterly:

- High dusting: above 5 feet, within reach of cleaning equipment
- Edge and detail corners

Annually:

- Carpets professionally cleaned
- Reseal floor using manufacturer's recommended procedures and finishes

### **Conference Room**

Daily:

- Empty waste receptacles and replace liner
- Vacuum traffic patterns on carpeted floors and remove gum and soil

- spots
- Wash windows and dust ledges
- Low dusting: below 5 feet

Quarterly:

- High dusting: surfaces above 5 feet within reach of cleaning equipment.
- Edge and detail corners

Annually:

- Carpets professionally cleaned

### **Restrooms, Locker Rooms and Showers**

Twice Daily (for main-level restrooms only):

- Thoroughly clean and disinfect toilets and urinals
- Clean mirrors
- Clean and disinfect sinks and counters

Daily:

- Empty waste receptacles and change liners
- Thoroughly clean and disinfect toilets and urinals
- Clean and disinfect sinks and counters
- Clean and polish brightwork
- Thoroughly clean and disinfect shower rooms and dressing rooms
- Restock dispensers: soap, paper towel, toilet tissue and sanitary napkins
- Spot wash walls, lockers, and partitions.
- Disinfect and/or dust low surfaces (below hand height)
- Dust mop and wet mop floors with disinfectant solution

Weekly:

- Dust surfaces above hand height
- Clean locker exteriors

Monthly:

- Clean stall partitions
- Scrub floor with auto-scrubber

Quarterly:

- High dusting: above 5 feet, within reach of dusting equipment
- Detail and edge corners

Annually:

- Acid wash tile floors
- Clean locker interiors

### **Gym**

Twice Daily:

- Dust mop court floors

Daily:

- Empty waste receptacles and replace liners
- Refill dispensers

Quarterly:

- Edge and detail corners

Annually:

- Rescreen floor using manufacturer's recommended procedures and finishes
- Exterior doorway transitions thoroughly cleaned
- High dusting: above 9 feet

## **Cardio and Weight Rooms**

Daily:

- Empty waste receptacles and replace liners
- Refill dispensers
- Dust mop track
- Vacuum rubber flooring and carpeting
- Wet mop traffic patterns on rubber flooring

Three Times Weekly:

- Disinfect cardio and weight equipment (on a rotation)

Weekly:

- Dust above hand-height
- Wash mirrors
- Wash windows and ledges

Monthly:

- Scrub track with auto scrubber

Quarterly:

- Edge and detail corners
- High dusting: above 5 feet within equipment reach

Annually:

- Exterior doorway transitions thoroughly cleaned
- High dusting: above 9 feet
- Carpets professionally cleaned

## **Fitness Studios**

Multiple Times Daily:

- Dust mop wood flooring

Daily:

- Empty waste receptacles and replace liners
- Refill dispensers
- Wet mop as needed to remove spills or tracking

Weekly:

- Wet mop
- Spot clean mirrors and windows

Quarterly:

- Edge and detail corners
- High dusting: above 5 feet within equipment reach

## **Elevator**

Daily:

- Dust mop floors, wet mop as needed
- Stainless steel doors and metal panels polished.
- Fingerprints and smudges cleaned from all surfaces
- Elevator tracks clean and vacuumed

Quarterly:

- Edge and detail corners
- High dusting: above 5 feet within equipment reach

## **Staff Room**

Daily:

- Empty waste receptacles and replace liners
- Refill dispensers
- Wet mop as needed to remove spills or tracking

Weekly:

- Dust mop, wet mop
- Disinfect sink, counter, table
- Clean windows and ledges

Quarterly:

- Edge and detail corners
- High dusting: above 5 feet within equipment reach

## **Pool**

Daily:

- Scrub pool deck
- Wash windows and ledges

Twice Weekly:

- Vacuum pool

Annually:

- High dusting: above 9 feet
- Drain pool, scrub pool surface, stainless steel, remove calcium deposits

## **Offices**

Twice Weekly:

- Empty waste receptacles and replace liners
- Vacuum carpeting

Quarterly:

- Edge and detail corners
- High dusting: above 5 feet within equipment reach

Annually:

- Professional carpet cleaning



## Executive Summary

In order to determine growth potential for the Sherwood Regional Family YMCA, FourSquare Research conducted both qualitative and quantitative research. This included in-depth telephone interviews with over 600 randomly-selected households that live in the targeted survey area but do not belong to any YMCA as well as 200 randomly-selected current members of the Sherwood Regional Family YMCA. Based on the findings of the study, the Consultant offers the following key conclusions and recommendations:

1. The study revealed **significant additional interest exists** for an expanded Sherwood Regional Family YMCA. A total of 7.7% of all households that currently do not belong to a YMCA expressed *a great deal of interest* in joining the YMCA with all pricing and facility options. This is above and beyond the 4.8% of all area households already belong to the YMCA and compared to the 4.5% national average penetration for a full facility YMCA.
2. Based on the findings, the study provides **forecasts of new membership and continuing units** by location and price strategy as shown in the tables on the following page.
3. **Great price sensitivity** was also revealed among both current and prospective members. Maintaining current rates is recommended for the Sherwood Regional Family YMCA.
4. Findings revealed the community characteristics include **an active population, a community with many existing providers but still in need of services, a growing population, and high awareness of the YMCA name, but with a considerable number of former members**. These characteristics would create opportunities and challenges for the YMCA.
5. The study revealed the primary prospective member groups include **family with children and adult couples** Many are health-seekers and desire a “**Third Place**” at the YMCA.
6. Findings also revealed an excellent Net Promoter® Score for the YMCA. Additional strategies to further increase the retention among current members are also provided.
7. If the decision is made to proceed with expanding the Sherwood Regional Family YMCA 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**.
  - Expand and update to have a total of **four group exercise studios**.
  - **Expand the Child Watch area with larger room and more supervised fun activities** and a Kids Zone for older kids with indoor playground.
  - **Expand the lobby area to create a members’ lounge**.
  - 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 with **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 tables on the following pages illustrate the summary of forecasts, a summary of program usage among prospective members, and the retention matrix showing the importance of aspects of services to current members’ overall satisfaction.



**YMCA OF COLUMBIA-WILLAMETTE**  
9500 SW Barbur Blvd., Suite 200  
Portland, Oregon 97219  
[ymcacw.org](http://ymcacw.org)

**YMCA of Columbia-Willamette**  
Sherwood Regional Family YMCA

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**YMCA of Columbia-Willamette**  
Clark County Family YMCA

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