

**YMCA
RESPONSE TO QUESTIONS
ORRVILLE AREA UNITED WAY
CITIZENS REVIEW PANEL
FALL, 2016**

The panel feels the YMCA serves an important role in our community. We are concerned about the financial stability of the organization.

1. Per the budget, membership fees are projected to increase from \$247,650 to \$270,000. Is this due to an increase in membership numbers or an increase in membership dues?

This projection is based on a combination of a 2017 price increase and an increase in total membership numbers.

2. In the past you had issues with bad debt with the children's programs. What is your current bad debt and how do you plan to minimize bad debt?

To help minimize bad debt we have implemented an auto-draft payment system that automatically collects the balance owed for child care accounts. Implementation was with the new school year and all enrollees are presented with this option as payment for services. Another implementation is child care services are billed in advance so accounts do not fall so far behind. To monitor the status, all balances are reviewed weekly and parents are contacted when the balance is 2 weeks past due. When a balance reaches 4 weeks past due, parents must agree to a payment plan to get caught up on their back balance in order to stay in the program. Current bad debt for the 2016-2017 school year is \$261 or 2% of what has been invoiced. Compared to bad debt for the 2015-2016 which is \$16,133 or 13% of what has been invoiced. These changes in management practices have shown a positive impact for the department and we will continue with these practices to ensure account balances are kept current and bad debt is minimized.

3. What line item does the United Way monies fall under on your P & L statement?

United Way Contributions are under Contributions which includes our in house Annual Campaign efforts.

4. On the client demographics page, you have 195 participants with unknown income levels. If income is unknown, how do you implement a sliding fee structure?

In the past this YMCA has not collecting any demographic or income information for the child care programs nor provided any financial assistance.

United Way dollars have been used to enhance the program so that program fees could remain low for all families in need of child care. On January 1, 2016 the Orrville YMCA has entered into a Management Agreement with the YMCA of Central Stark County which and we are changing and adopting new policies and practices. Since the school year is August through May, we have waited until this fall to implement changes for the program which included new enrollment forms that include data collection. If families are “over qualified” for state assistance they had to pay full fees or find alternative care. This has caused hardship for some families so in an effort to help families avoid poverty or move from poverty toward self-sufficiency, we will step in and help. We have changed our policy and are now providing financial assistance for those that qualify under our sliding scale. In order to make our dollars stretch farther, applicants must apply for state assistance first and once denied we can step in and help with child care fees.

5. What differentiates you from other childlike programs in the area?

What differentiates our program from other programs in the area is our YMCA Best Practices, Staff Training/Networking & Financial Assistance Program. Across the country, the YMCA has been providing Child Care services for a long time. YMCA Best Practices are policies and procedures that are used by successful YMCA's and we follow these practices as a template for success. Staff Training and Networking has greatly improved with the new Management Agreement. Staff now meet with peers monthly and come together twice a year for specific trainings. This also provides a network for staff to discuss situations and bounce ideas off of each other to see if someone else has gone through the same situation. This school year we have also implemented financial assistance for programming which has not been done in the past. If full fees could not be afforded, the only other option was to go to ODJFS (Job & Family Services) so this will give families another way to afford care. Another difference between the YMCA and other programs is that we offer swimming lessons and youth sports as a part of our programming. What also differentiates the YMCA Child Care Program from some other agencies is that we are licensed by the state and working on attaining a Step Up To Quality (SUTQ) Rating. SUTQ is a five-star quality rating and improvement system administered by the Ohio Department of Education and the Ohio Department of Job and Family Services. SUTQ recognizes and promotes learning and development programs that meet quality program standards that exceed licensing health and safety regulations. The program standards are based on national research identifying standards which lead to improved outcomes for children.