



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

WORKING TOGETHER TO STRENGTHEN OUR COMMUNITY



BOARD ORIENTATION MANUAL

YMCA OF METROPOLITAN CHATTANOOGA

ymcachattanooga.org

Our Mission: To put Christian principles into practice through programs that build a healthy spirit, mind and body for all.

Our Mission

The Mission of the YMCA of Metropolitan Chattanooga is to put Christian principles into practice through programs that build healthy spirit, mind and body for all.

YMCA Areas of Focus

Youth Development, Healthy Living and Social Responsibility.

YMCA Values

Our core YMCA values are: caring, honesty, respect, responsibility and faith.



YMCA Governance

The Board of Directors

The YMCA of Metropolitan Chattanooga is an autonomous membership organization incorporated under the laws of the State of Tennessee and Georgia. By law, the corporation must have a Board of Directors to govern its affairs. Our YMCA Board, because it serves a not-for-profit organization, is defined as an active and responsible governing body, serving without compensation, holding regular meetings and with effective administrative control.

The Association Board’s authority is granted by charter, and the board is governed by by-laws.

The Role of the Branch Advisory Board

The Branch Advisory Board is authorized by the Metro Association Corporate Board and governed by the association operating procedures. The Branch Advisory Board also has three (3) primary roles. Since the Metro Association Board has primary responsibility for policy approval, the Center Boards serve in an advisory role to ensure that the mission and goals of the YMCA of Metropolitan Chattanooga are carried out in a manner relevant to their local community. Center Advisory Boards also serve a key role in Fund-Friend Raising to ensure that the YMCA is available to all.



Responsibilities of Metropolitan and Branch Board

Functional Area	Metropolitan Board of Directors	Branch Advisory Boards
Authority	Granted by the Articles of Incorporation and by-laws. May enter into contractual arrangements.	Assigned by Metropolitan Board. Cannot enter into contractual obligations.
Policies	Establishes all general policies for the Association.	Advises staff to be sure general policies are being adhered to.
Planning	Establishes Association's long-range goals, develops long range strategies, approves or delegates approval of annual objectives.	Provides input for Association goals based on branch needs; approves annual branch objectives to achieve goals and recommends them to Metropolitan Board.
Property	<p>Holds title to all property.</p> <ul style="list-style-type: none"> • Approves all sales and acquisition of assets • Establishes maintenance standards 	Responsible for stewardship of branch property and facilities in accordance with Association policy.
Finances	<ul style="list-style-type: none"> • Approves operating budget. • Provides accounting, technology, human resources and other support as needed. • Approves and secures all financing requirements of branches. • Approves and supports management of all corporate banking relationships. • Provides for annual audit. 	<p>Recommends operating budget for branch (to be approved by Metro Board)</p> <p>Monitors annual branch operating budgets.</p>

Responsibilities of Metropolitan and Branch Board Members (continued)

Functional Area	Association Board of Directors	Branch Advisory Boards
Relationships	<ul style="list-style-type: none"> • Represents YMCA in the community. • Provides legal support. • Represents organizational at regional, national and international events. • Represents organizational affiliations • Responsible for community relationships and coordination among branches. 	<ul style="list-style-type: none"> • Sends delegates to represent branches at regional, national and international events. • Represents branch in neighborhood or local community affiliations. • Responsible for branch and community relationships.
Fundraising	<ul style="list-style-type: none"> • Provides for annual, capital, endowment support in accordance with Association needs. • Provides donation gift of minimum of \$1,500 per year. 	<ul style="list-style-type: none"> • Raises annual, capital, endowment, support in accordance with branch needs. • Provides donation gift of minimum of \$1,000 per year.
Contracts	Approves significant/material contracts and leases, Corporate officers must execute	No authority to independently execute leases or contracts.

Staff and Board Volunteers

Relationship Structure Process

YMCA leadership is a partnership of board, volunteers, and staff.

Key: B - Board S - Staff T- Together

Planning		Human Resources	
• Direct the Process of Planning -	S	• Employ executive director (CEO) -	B
• Provide input for long-range goals -	T	• Employ program or physical director -	S
• Approve long-range goals -	B	• Direct the work of staff -	S
• Formulate annual objectives -	S	• Discharge program director -	S
• Approve annual objectives -	B	• Decision to add staff -	S
• Prepare performance reports on achievement of goals & objectives -	S	• Settle discord among staff -	S
• Monitor achievement of goals and objectives -	T	• Review CEO's performance -	B
Program		Community Relations	
• Conduct Survey of community youth program -	S	• Interpret YMCA to community -	T
• Determine fees for a judo class -	S	• Writes news stories -	S
• Plan day camp schedule -	S	• Provides YMCA linkage with other organizations -	T
• Train volunteer leaders -	S		
• Evaluate programs -	T		
• Maintain program records and prepare program reports -	S		
Finance		Board Committee	
• Finalize and approve budget -	B	• Appoint committee members -	T
• Ensure that expenditures are within budget during year -	S	• Call committee chairperson to urge him/her into action -	B
• Solicit contributions in current support and/or capital campaigns -	T	• Promote attendance at board/committee meetings -	T
• Organize campaign for funds -	S	• Recruit new board members	T
• Approve expenditures outside authorized budget -	T	• Plan agenda for board meetings -	S
• Ensure annual audit of association accounts -	S	• Take minutes at board meetings -	S
• Prepare preliminary budget -	S	• Plan and propose committee -	S
		• Prepare exhibits, factual material & proposals for board/committees -	S
		• Sign legal documents -	S
		• Followup to ensure implementation of board/committee decisions -	T

Metro/Branch Advisor Board Member Commitment

- Attend board meetings, committee meetings, training and special meetings.
- Stay informed on key issues affecting the YMCA.
- Sign and adhere to the YMCA of Metropolitan Chattanooga's Code of Conduct and Conflict of Interest guidelines.
- Complete the YMCA of Metropolitan Chattanooga Child Abuse Prevention Training.
- Be a spokesperson and advocate for the YMCA in your community.
- Be prepared for opportunities to relate the mission and values of the YMCA in the community.
- Interpret the Association policies, goals and objectives for your community.
- Give fully and enthusiastically of your time, talent and treasure to the YMCA.
- Nominate additional YMCA volunteers.
- Give and/or raise a minimum of \$1,000 for the Annual Community Support Campaign (Branch) and \$1,500 (Metro) to ensure that the YMCA remains available to everyone in the community.
- Maintain confidentiality.
- Focus volunteer efforts on the mission of the Y and not on personal goals.
- Consider yourself an advocate of the YMCA and do your best to ensure that the YMCA branch is well maintained, financially secure, growing and always operating in the best interest of the association and those we serve.

Board Committees

Finance Committee

Executive Committee

Governance Committee

Facilities Committee

Legal & Risk Management Committee

Audit and Compliance Committee

Endowment & Investment Committee

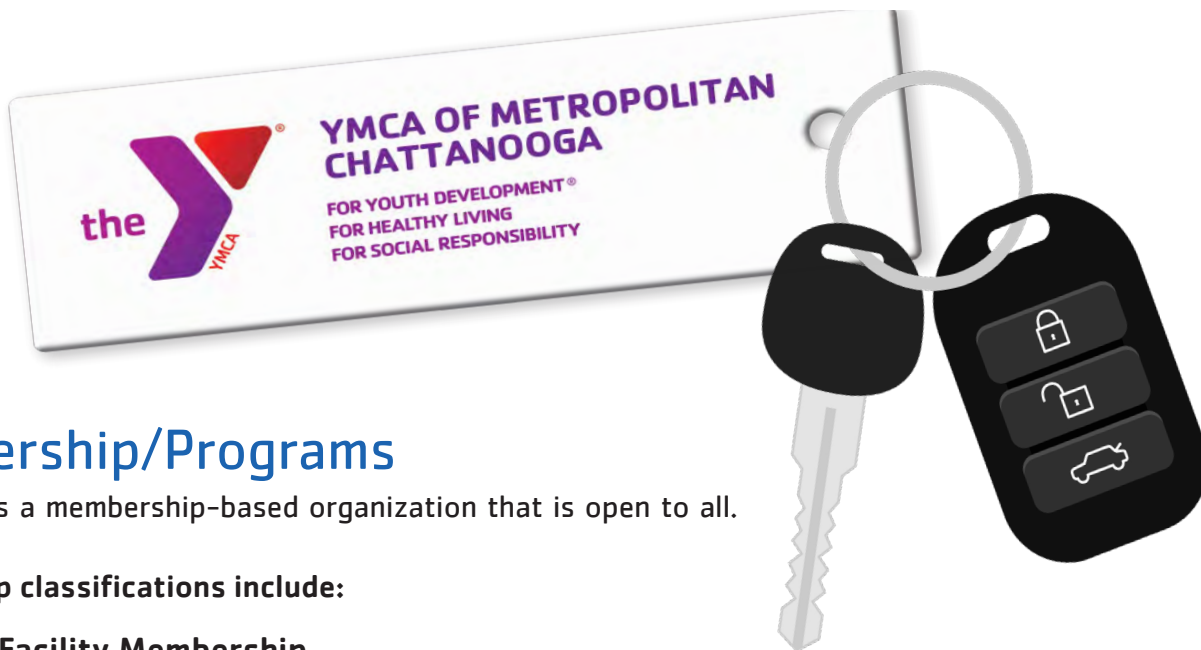
Compensation Committee

Development Committee

Task forces as assigned by the CVO



Where do you see yourself?



Membership/Programs

The YMCA is a membership-based organization that is open to all.

Membership classifications include:

City-wide Facility Membership

Membership is valid at any YMCA of Metropolitan Chattanooga branch and includes full use of all core programs offered.

Nationwide Membership (anywhere, any Y)

YMCA memberships may be used at any participating Nationwide Membership YMCA in the U.S.

YMCA Corporate & Community Partnerships

YMCA corporate and community partners provide special membership opportunities for their employees. Together, the Y and the organization help employees and their families stay active and healthy. Employee health programs increase work productivity, morale, and recruitment potential while decreasing employee turnover and absenteeism. To refer a company or other organization, please contact Megan Vermeer at mvermeer@ymcachattanooga.org.

Membership/Program Assistance

The Financial Assistance Program features an income-based rate scale based on total annual household income. It is designed to ensure that the YMCA remains accessible to everyone in our communities. The program is subsidized by generous contributions to the YMCA's Community Support annual giving program.



Areas of Focus Programs

YOUTH DEVELOPMENT

- Y-CAP
- Miracle League
- Preschool
- Afterschool Programming
- Youth Leadership Chattanooga
- Model United Nations
- Leaders Club
- Youth Trust
- YMCA Camp Ocoee
- Summer Day Camps
- Youth Sports
- School's Out Camps
- Parents Night Out
- BOLD/GOLD



HEALTHY LIVING

- LIVESTRONG® at the Y
- Pedaling for Parkinson's
- Rock Steady Boxing
- Active Older Adults
- Land & Water Classes
- Nutrition Consultations
- FoodRx
- Personal Training
- Youth Fitness
- Homeschool P.E.
- Swim Lessons
- Swim Clubs
- Family Camps
- Adult Sports
- Wellness Consultations
- Adventure Guides

SOCIAL RESPONSIBILITY

- Chattanooga Mobile Market
- Bingo's Market
- Backpack Blessings
- Food & Fun
- Program Leaders
- Board Members
- Community Support Campaign
- City Park & Recreation Partnership
- Hospital Partnerships
- School Districts
- United Way Partner

YMCA of the USA

National Board

The National Board of the YMCA of the USA is the official governing agent of the National YMCA movement and is located in Chicago, IL. As with all senior boards, it establishes policy and planning priorities for the national offices as well as initiating movement-wide efforts. Board members monitor fiscal operations as well as programs and services offered by national staff and volunteers.

YMCA of the USA

Historically, YMCA of the USA has fulfilled three fundamental roles:

- To connect YMCAs to one another and to society at large.
- To serve member associations.
- To lead and focus the collective efforts and strengths of member associations on important issues.

YMCA of the USA Key Services

- Consulting
- Training and development
- National Council Governance
- Movement advancement and representation
- Membership and program development and support

General Assembly

The General Assembly is held every few years. All member associations are invited to send volunteer and staff participants to this forum for the exchange of information, inspiration and education.

World Alliance

National Council World Alliance of YMCAs Headquartered in Geneva, Switzerland, the World Alliance of YMCAs is the fraternity of more than 90 national movements around the world. As an organization, it seeks to extend and strengthen the work of the YMCA globally.



REVENUES & EXPENSES

Revenues and Expenses

Our largest sources of revenue can be found in membership and program revenue. Membership dues account for 41% of our overall revenue.* Program revenue is 27% of our gross revenue. Our commitment to living our charitable mission each day keeps us strong and focused. We are dependent on philanthropy to meet the needs of our important outreach in this community. The funds to support this work comes from the following.

Community Support Campaign

The Community Support Campaign is the YMCA of Metropolitan Chattanooga's annual giving campaign. The Community Support Campaign effort supports vital YMCA programs by providing scholarships and subsidy for membership, child care, summer camp, Y-CAP, swim lessons, Camp Ocoee, teen leadership, outreach, youth sports, active older adults and many other YMCA activities.

The campaign seeks to broaden its donor base. The heart of the campaign is face to face visits. Volunteer leadership is the key to the success, both short term and long term, of the Community Support Campaign, as it allows individuals to better their community. By supporting the Community Support Campaign, you ensure that the YMCA experience remains available to people from all walks of life, regardless of income or ability to pay.

Contribution/Third Party Funding

The Y engages throughout the year in efforts to write grants and requests to private foundations and other philanthropic associations. These funds support new initiatives or programs as well as support continuing program efforts.



Heritage Club

The Heritage Club is the YMCA's planned giving society. Anyone that has made a planned gift benefiting the YMCA automatically becomes a member of the Heritage Club. Heritage Club members are honored each year at an annual dinner and receive periodic information regarding our philanthropic news.

Endowment Funds

The Association Endowment Fund of approximately \$11 million is to ensure the YMCA legacy lives on. Only a percentage of interest can be utilized in daily operations while the corpus remains intact.

*Based on 2023 budget.

LOCATIONS

DOWNTOWN FAMILY YMCA

301 W. 6th Street Chattanooga, TN 37402
423.266.3766

HAMILTON FAMILY YMCA

7430 Shallowford Rd. Chattanooga, TN 37421
423.899.1721

CLEVELAND FAMILY YMCA

220 Urbane Rd. Cleveland, TN 37312
423.476.5573

HEALTHY LIVING CENTER AT NORTH RIVER

4138 Hixson Pike Chattanooga, TN 37415
423.877.3517

NORTH GEORGIA COMMUNITY YMCA

1735 Battlefield Pkwy Ft. Oglethorpe, GA 30742
706.935.2226

J.A. HENRY COMMUNITY YMCA

301 W. 6th Street Chattanooga, TN 3702
423.757.0665

YMCA Y-CAP

1600 Central Ave. Chattanooga, TN 37408
423.847.7682

YMCA Y-CAP Cleveland

1305 Smith Dr. Cleveland, TN 37311
423.682.0109

YMCA Y-CAP East

8704 Green Gap Rd. Ooltewah, TN 37363
423.497.6375

YMCA CAMP OCOEE

111 Ymca Rd. Ocoee, TN 37361
423.338.5588



FOR MORE INFORMATION

on our current Board of Directors, scan the QR code or visit
ymcachattanooga.org/ymca-metro-chattanooga-board-directors

