

Board of Directors Meeting Agenda

Thursday, March 21, 2024- 5:30-7:00 pm

Location: <https://us02web.zoom.us/j/8376386444>

Call to Order

Calvert-Baxter

Consent Agenda

Calvert-Baxter

January 18, 2024 Board of Directors Meeting Minutes,
December 31, 2023 Financials
2024 Grant Spreadsheet

Executive Director Update

Branigan

- 2024 Community Engagement Calendar
- 2024 Riverside Art Festival Update
- Hiring - Status of open roles
- Events - Ribbon Cutting @ YWCA Office - 4/25/24 - 4:00pm

Program Director Update

Armstrong

- 2024 Program Plan
- Advocacy Update

Finance Committee

Kilpatrick

- Fund Development goals for 2024
- Donor Level Analysis
 - Trends from 2022, 2023 and goals for 2024

Governance Committee

Calvert-Baxter

- 2024 Meeting Schedule
- Help us add prospects to our database - please share 3 names of friends/contacts/family members who you know would support our cause!
- Need your help sharing information on Give Local Bay - May 7, 2024

Ribbon Cutting: April 25, 2024 - 4:00-5:00 pm!

Next Meeting: May 16, 2024 - 5:30-6:30 pm on Zoom!

RAF Volunteer Orientation: May 30, 2024 - 6:00-7:00 pm YWCA GLBR office!

2024 Board of Directors

Carole Calvert-Baxter - *Chair*, Melissa Whitford - *Vice Chair*, Rebekah Kilpatrick - *Treasurer*, Raquel Perez - *Secretary*, Beth Roszatycki - *Past Chair*, Kelsey Adkins, Margie Bach, Ivy Braden, Vanessa Guerra, Viloshinee Murugan, Nicole Napolitano, Dr. Sunita Vadakath, Candace Whitfield

Board of Directors Meeting Minutes
Thursday, January 18, 2024 5:30-7:00 pm

Location: YWCA Great Lakes Bay Region Office & Zoom - 205 6th Street, Bay City MI 48708

Present: Kelsey Adkins, Margie Bach (Zoom), Ivy Braden, Carole Calvert-Baxter (Zoom), Vanessa Guerra, Rebekah Kilpatrick, Nicole Napolitano, Raquel Perez, Sunita Vadakath, Candace Whitfield, Melissa Whitford. Staff: Moira Branigan. Excused: Vee Murugan, Beth Roszatycki.

Call to Order

- Carole Calvert-Baxter called the meeting to order at 5:38 pm.

Consent Agenda

- Calvert-Baxter introduced the consent agenda which includes: December 14, 2023 Board of Directors Meeting Minutes, November 2023 Financial Reports, 2024 Grant Spreadsheet and PTO Policy Revision.
- No items were taken from the Consent Agenda for discussion.
 - Carole Calvert-Baxter made a motion to approve the Consent Agenda as presented, Ivy Braden seconded. The motion passed.

Executive Director Update

- Moira Branigan thanked the Board for their great attendance at this hybrid meeting!
- She asked the Board to review several goals that were laid out in the 2024-26 Strategic Plan.
 - After review of all goals, the 3 selected by the Board to focus on for 2024 were:
 - Community Needs Assessment, Share Program Success Stories with Funders, Annual Marketing/Community Engagement Plan.
 - Discussion: sources for funding would be Gerstacker/Strosacker Foundations for Needs Assessment grants, ALICE population report update coming out soon.
 - Branigan said the next meeting we would discuss a Community Engagement Plan for 2024.
- Also in the update: Branigan reported some changes to the delivery of the InterACT program, moving away from the one-on-one debriefs to providing handouts with information at the end of the group meeting.
- Branigan also directed the Board members to review the 2023 Impact Report which was provided to each of them.

Program Director Update

- Erica Armstrong gave an update on the 2023 Program Goals and Impact Report, detailing the number of classes, and outcomes. A selection of outcomes:
 - 87% of graduates improved in levels of hope on the adult hope scale, including in agency (goal-directed energy) and pathways (planning to accomplish goals), 66% of graduates improved their stability, as measured by the Getting Ahead Stability Scale, and 95% Increased future-thinking mindset.
 - 76% Increased understanding financial abuse and keeping safe, 65% Increased confidence in financial decision making, 85% Increased access to or awareness of resources, and 79% Increased knowledge of credit basics, including reviewing,

understanding, and improving your credit and credit score

- Armstrong also discussed the plan for 2024 programs which included 5 Moving Ahead classes, 2 Young Women Choosing Action classes, and 3 Getting Ahead classes.
- Board discussion: requested one-pager handouts for them to share, also encouraged the staff to share these outcomes and Impact Report with the community.

Finance Committee

- Rebekah Kilpatrick shared the dates of the Finance Mtgs for 2024, and thanked the new members of the Committee.
- She provided a 2023 Fund Development wrap up:
 - The YWCA GLBR received \$9,678.50 in donations from 61 individuals.
 - This is less than our budget/goal of \$17,444. but it is more than our 2022 individual giving (which came in at \$9505 given by 52 individuals.)
 - We have an overall goal of \$11,500 in individual gifts and \$4,000 in Board giving, so a total of \$15,500. We'll do our best to make this a reality!

Governance Committee

- Carole Calvert-Baxter gave a few reminders: the 2024 Board Volunteerism & Giving form was due on January 8, and reminded the Board to complete this form.
- She also reminded the Board of the change to the meeting schedule - next meeting will be on March 21, 2024 on Zoom.

Discussion

- Branigan referenced the article “Avoiding Poverty Porn While Pulling on Heartstrings” and the Staff and Board discussed this as a group.

Adjourn Meeting

Carole Calvert-Baxter adjourned the meeting at 6:39 pm

**YWCA Great Lakes Bay Region
Statement of Activity by Class
January - December 2023**

	Administration	Wellness	Administration	Developmen	Relations	Developmen	3 WEEP	Empw Prog	Women	Total 3 WEEP	6 Events	Events	Art Fest	Achievmt	Events	Advocacy	DEI	Advocacy	TOTAL	
Revenue																				
101 Grant Income	10,000.00		10,000.00				0.00		51,000.00		51,000.00				0.00		36,500.00	36,500.00	97,500.00	
102 Program/Event Income			0.00	665.00			665.00						20,329.00	4,920.00	25,249.00		100.00	100.00	26,014.00	
103 Contributions			0.00												0.00				0.00	
103.1 Corporate Contributions	4,035.00		4,035.00	3,140.00	59.85		3,199.85						5,750.00	9,500.00	15,250.00				22,484.85	
103.2 Individual Contributions	24.00		24.00	6,650.85	150.00		6,800.85								0.00				6,824.85	
Total 103 Contributions	\$ 4,059.00	\$ 0.00	\$ 4,059.00	\$ 9,790.85	\$ 209.85	\$ 10,000.70	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,750.00	\$ 9,500.00	\$ 15,250.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 29,309.70	
Sales of Product Revenue			0.00	10.00			10.00								0.00				10.00	
Uncategorized Revenue	6,215.60		6,215.60				0.00								0.00				6,215.60	
Total Revenue	\$ 20,274.60	\$ 0.00	\$ 20,274.60	\$ 10,465.85	\$ 209.85	\$ 10,675.70	\$ 0.00	\$ 51,000.00	\$ 0.00	\$ 51,000.00	\$ 0.00	\$ 0.00	\$ 26,079.00	\$ 14,420.00	\$ 40,499.00	\$ 0.00	\$ 36,600.00	\$ 36,600.00	\$ 159,049.30	
Gross Profit	\$ 20,274.60	\$ 0.00	\$ 20,274.60	\$ 10,465.85	\$ 209.85	\$ 10,675.70	\$ 0.00	\$ 51,000.00	\$ 0.00	\$ 51,000.00	\$ 0.00	\$ 0.00	\$ 26,079.00	\$ 14,420.00	\$ 40,499.00	\$ 0.00	\$ 36,600.00	\$ 36,600.00	\$ 159,049.30	
Expenditures																				
200 Facilities and Equipment			0.00				0.00								0.00				0.00	
201 Building Rent and Parking	11,950.00		11,950.00				0.00						410.00		410.00	30.00		30.00	12,390.00	
202 Equip Rental & Maintenance	666.02		666.02				0.00						100.00		100.00			0.00	766.02	
204 Property Insurance	1,062.45		1,062.45				0.00								0.00			0.00	1,062.45	
205 Utilities	495.00		495.00				0.00								0.00			0.00	495.00	
206 Telephone & Telecomm	3,580.24		3,580.24				0.00	560.00		560.00					0.00			0.00	4,140.24	
Total 200 Facilities and Equipment	\$ 17,753.71	\$ 0.00	\$ 17,753.71	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 560.00	\$ 0.00	\$ 560.00	\$ 0.00	\$ 0.00	\$ 510.00	\$ 0.00	\$ 510.00	\$ 30.00	\$ 0.00	\$ 30.00	\$ 18,853.71	
300 Operating Expenses - Fixed			0.00				0.00								0.00				0.00	
301 Accounting, Bookkpg, Audit	12,143.76		12,143.76				0.00								0.00				12,143.76	
302 Advertising/Marketing	189.74		189.74				0.00						1,984.88	36.00	2,020.88			0.00	2,210.82	
303 Bank fees	101.92		101.92	8.49			8.49						358.59	101.89	460.48		3.56	3.56	574.45	
305 Conferences & Meetings	1,713.44		1,713.44				0.00								0.00			0.00	1,713.44	
310 Depreciation expense	326.50		326.50				0.00								0.00			0.00	326.50	
311 Interest Expense	111.62		111.62				0.00								0.00			0.00	111.62	
312 Meals	729.58		729.58				0.00	57.94	74.23	132.17			28.38	4,611.60	4,639.98		61.90	61.90	5,563.63	
313 Memberships & Subscriptions	3,945.68		3,945.68	566.51			566.51	1,442.06		1,442.06			40.00	7.25	47.25			0.00	6,001.50	
314 Permits, License Fees	20.00		20.00				0.00			0.00			1,156.47		1,156.47			0.00	1,176.47	
324 Website Design & Maintce.	276.00		276.00				0.00			0.00					0.00			0.00	276.00	
325 Insurance, Liability, D & O	4,496.30		4,496.30				0.00			0.00					0.00			0.00	4,496.30	
326 Legal Fees	3,357.50		3,357.50				0.00			0.00					0.00			0.00	3,357.50	
330 Investment Fees	3,463.20		3,463.20				0.00			0.00					0.00			0.00	3,463.20	
Total 300 Operating Expenses - Fixed	\$ 30,875.24	\$ 0.00	\$ 30,875.24	\$ 575.00	\$ 0.00	\$ 575.00	\$ 0.00	\$ 1,500.00	\$ 74.23	\$ 1,574.23	\$ 0.00	\$ 40.00	\$ 3,535.57	\$ 4,749.49	\$ 8,325.06	\$ 0.00	\$ 65.46	\$ 65.46	\$ 41,414.99	
400 Operating Expenses - Variable			0.00				0.00								0.00				0.00	
405 Books, Library, Reference			0.00				0.00								0.00		1,260.51	1,260.51	1,260.51	
410 Postage, Mailings	289.09		289.09	189.57			189.57	7.92		7.92			24.01	198.00	222.01			0.00	708.59	
420 Printing and Copying	2,950.48		2,950.48	181.58			181.58			0.00				113.00	113.00		2.15	2.15	3,247.21	
425 Supplies - Class/Office	1,654.70		1,654.70	116.91	79.46		196.37	105.12	227.42	332.54			814.75	492.24	1,306.99	90.05	646.28	736.33	4,226.93	
426 Supplies - Gas Cards/Gift Cards			0.00				0.00	3,767.99	1,917.16	5,685.15					0.00			0.00	5,685.15	
430 Stipends to Indiv.			0.00				0.00	3,225.26	1,200.00	4,425.26					0.00			0.00	4,425.26	
Total 400 Operating Expenses - Variable	\$ 4,894.27	\$ 0.00	\$ 4,894.27	\$ 488.06	\$ 79.46	\$ 567.52	\$ 0.00	\$ 7,106.29	\$ 3,344.58	\$ 10,450.87	\$ 0.00	\$ 0.00	\$ 838.76	\$ 803.24	\$ 1,642.00	\$ 90.05	\$ 1,908.94	\$ 1,998.99	\$ 19,553.65	
500 Personnel Expenses			0.00				0.00								0.00				0.00	
501 Salaries & Wages	61,816.94	2,929.81	64,746.75		643.26		643.26	55,576.29	2,519.79	58,096.08			2,855.21	2,206.35	5,061.56	362.48	9,763.60	10,126.08	138,673.73	
502 Payroll Taxes	5,977.89	224.13	6,202.02		39.86		39.86	5,783.12	192.74	5,975.86			224.10	168.80	392.90	27.73	746.91	774.64	13,385.28	
503 Benefits - Health Insur	420.00		420.00				0.00			0.00					0.00			0.00	420.00	
504 Benefits - Retirement	3,476.25		3,476.25				0.00			0.00					0.00			0.00	3,476.25	
515 Mileage	349.74		349.74				0.00	611.04	233.34	844.38					0.00		198.27	198.27	1,392.39	
520 Training & Continuing Ed			0.00	49.00			49.00			0.00					0.00			0.00	49.00	
525 Outside Contract Services			0.00				0.00			0.00			2,974.50		2,974.50		700.00	700.00	3,674.50	
Total 500 Personnel Expenses	\$ 72,040.82	\$ 3,153.94	\$ 75,194.76	\$ 49.00	\$ 683.12	\$ 732.12	\$ 0.00	\$ 61,970.45	\$ 2,945.87	\$ 64,916.32	\$ 0.00	\$ 0.00	\$ 6,053.81	\$ 2,375.15	\$ 8,428.96	\$ 390.21	\$ 11,408.78	\$ 11,798.99	\$ 161,071.15	
Total Expenditures	\$ 125,564.04	\$ 3,153.94	\$ 128,717.98	\$ 1,112.06	\$ 762.58	\$ 1,874.64	\$ 0.00	\$ 71,136.74	\$ 6,364.68	\$ 77,501.42	\$ 0.00	\$ 40.00	\$ 10,938.14	\$ 7,927.88	\$ 18,906.02	\$ 510.26	\$ 13,383.18	\$ 13,893.44	\$ 240,893.50	
Net Operating Revenue	-\$ 105,289.44	-\$ 3,153.94	-\$ 108,443.38	\$ 9,353.79	-\$ 552.73	\$ 8,801.06	\$ 0.00	-\$ 20,136.74	-\$ 6,364.68	-\$ 26,501.42	\$ 0.00	-\$ 40.00	\$ 15,140.86	\$ 6,492.12	\$ 21,592.98	-\$ 510.26	\$ 23,216.82	\$ 22,706.56	-\$ 81,844.20	
Other Revenue																				
104 Investment Income (Expense)	13,620.99		13,620.99				0.00			0.00					0.00			0.00	13,620.99	
Unrealized Gain(Loss)	38,482.66		38,482.66				0.00			0.00					0.00			0.00	38,482.66	
Total Other Revenue	\$ 52,103.65	\$ 0.00	\$ 52,103.65	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 52,103.65	
Net Other Revenue	\$ 52,103.65	\$ 0.00	\$ 52,103.65	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 52,103.65	
Net Revenue	-\$ 53,185.79	-\$ 3,153.94	-\$ 56,339.73	\$ 9,353.79	-\$ 552.73	\$ 8,801.06	\$ 0.00	-\$ 20,136.74	-\$ 6,364.68	-\$ 26,501.42	\$ 0.00	-\$ 40.00	\$ 15,140.86	\$ 6,492.12	\$ 21,592.98	-\$ 510.26	\$ 23,216.82	\$ 22,706.56	-\$ 29,740.55	

YWCA Great Lakes Bay Region
Statement of Activity Comparison
January - December 2023

	Total			
	Jan - Dec 2023	(PY)	Change	% Change
Revenue				
101 Grant Income	97,500.00	296,414.56	-198,914.56	-67.11%
102 Program/Event Income	26,014.00	26,572.70	-558.70	-2.10%
103 Contributions			0.00	
103.1 Corporate Contributions	22,484.85	2,750.00	19,734.85	717.63%
103.2 Individual Contributions	6,824.85	8,676.54	-1,851.69	-21.34%
Total 103 Contributions	\$ 29,309.70	\$ 11,426.54	\$ 17,883.16	156.51%
Sales of Product Revenue	10.00	555.00	-545.00	-98.20%
Uncategorized Revenue	6,215.60		6,215.60	
Total Revenue	\$ 159,049.30	\$ 334,968.80	-\$ 175,919.50	-52.52%
Gross Profit	\$ 159,049.30	\$ 334,968.80	-\$ 175,919.50	-52.52%
Expenditures				
200 Facilities and Equipment			0.00	
201 Building Rent and Parking	12,390.00	8,136.50	4,253.50	52.28%
202 Equip Rental & Maintenance	766.02	854.93	-88.91	-10.40%
204 Property Insurance	1,062.45		1,062.45	
205 Utilities	495.00		495.00	
206 Telephone & Telecomm	4,140.24	4,701.79	-561.55	-11.94%
Total 200 Facilities and Equipment	\$ 18,853.71	\$ 13,693.22	\$ 5,160.49	37.69%
300 Operating Expenses - Fixed			0.00	
301 Accounting, Bookkpg, Audit	12,143.76	10,033.00	2,110.76	21.04%
302 Advertising/Marketing	2,210.62	4,244.77	-2,034.15	-47.92%
303 Bank fees	574.45	651.48	-77.03	-11.82%
305 Conferences & Meetings	1,713.44	120.00	1,593.44	1327.87%
310 Depreciation expense	326.50	216.71	109.79	50.66%
311 Interest Expense	111.62	73.57	38.05	51.72%
312 Meals	5,563.63	8,647.36	-3,083.73	-35.66%
313 Memberships & Subscriptions	6,001.50	6,081.49	-79.99	-1.32%
314 Permits, License Fees	1,176.47	435.00	741.47	170.45%
324 Website Design & Maintce.	276.00	1,768.40	-1,492.40	-84.39%
325 Insurance, Liability, D & O	4,496.30	4,154.40	341.90	8.23%
326 Legal Fees	3,357.50	450.00	2,907.50	646.11%
330 Investment Fees	3,463.20	3,527.09	-63.89	-1.81%
Total 300 Operating Expenses - Fixed	\$ 41,414.99	\$ 40,403.27	\$ 1,011.72	2.50%
400 Operating Expenses - Variable			0.00	
405 Books, Library, Reference	1,260.51	693.26	567.25	81.82%
410 Postage, Mailings	708.59	747.81	-39.22	-5.24%
420 Printing and Copying	3,247.21	5,599.32	-2,352.11	-42.01%
425 Supplies - Class/Office	4,226.93	12,169.71	-7,942.78	-65.27%
426 Supplies - Gas Cards/Gift Cards	5,685.15		5,685.15	
430 Stipends to Indiv.	4,425.26	17,780.32	-13,355.06	-75.11%
Total 400 Operating Expenses - Variable	\$ 19,553.65	\$ 36,990.42	-\$ 17,436.77	-47.14%
500 Personnel Expenses			0.00	
501 Salaries & Wages	138,673.73	136,294.28	2,379.45	1.75%
502 Payroll Taxes	13,385.28	13,743.45	-358.17	-2.61%
503 Benefits - Health Insur	420.00	160.00	260.00	162.50%
504 Benefits - Retirement	3,476.25	4,074.72	-598.47	-14.69%
515 Mileage	1,392.39	1,766.48	-374.09	-21.18%
520 Training & Continuing Ed	49.00	683.98	-634.98	-92.84%
525 Outside Contract Services	3,674.50	5,022.86	-1,348.36	-26.84%
Total 500 Personnel Expenses	\$ 161,071.15	\$ 161,745.77	-\$ 674.62	-0.42%
Total Expenditures	\$ 240,893.50	\$ 252,832.68	-\$ 11,939.18	-4.72%
Net Operating Revenue	-\$ 81,844.20	\$ 82,136.12	-\$ 163,980.32	-199.64%
Other Revenue				
104 Investment Income (Expense)	13,620.99	16,537.15	-2,916.16	-17.63%
Gain on Disposal of Fixed Asset		-53.74	53.74	100.00%
Unrealized Gain(Loss)	38,482.66	-71,884.05	110,366.71	153.53%
Total Other Revenue	\$ 52,103.65	-\$ 55,400.64	\$ 107,504.29	194.05%
Net Other Revenue	\$ 52,103.65	-\$ 55,400.64	\$ 107,504.29	194.05%
Net Revenue	-\$ 29,740.55	\$ 26,735.48	-\$ 56,476.03	-211.24%

YWCA Great Lakes Bay Region
Budget vs. Actuals: 2023 Budget - FY23 P&L
 January - December 2023

	Total			
	Actual	Budget	over Budget	Budget
Revenue				
101 Grant Income	97,500.00	176,666.00	-79,166.00	55.19%
102 Program/Event Income	26,014.00	33,500.00	-7,486.00	77.65%
103 Contributions	0.00	0.00	0.00	
103.1 Corporate Contributions	22,484.85	22,500.00	-15.15	99.93%
103.2 Individual Contributions	6,824.85	14,444.00	-7,619.15	47.25%
103.3 Board Giving	0.00	3,000.00	-3,000.00	0.00%
Total 103 Contributions	\$ 29,309.70	\$ 39,944.00	-\$ 10,634.30	73.38%
105 Fee for Service	0.00	8,000.00	-8,000.00	0.00%
Sales of Product Revenue	10.00	0.00	10.00	
Uncategorized Revenue	6,215.60	0.00	6,215.60	
Total Revenue	\$ 159,049.30	\$ 258,110.00	-\$ 99,060.70	61.62%
Gross Profit	\$ 159,049.30	\$ 258,110.00	-\$ 99,060.70	61.62%
Expenditures				
200 Facilities and Equipment	0.00	0.00	0.00	
201 Building Rent and Parking	12,390.00	12,200.00	190.00	101.56%
202 Equip Rental & Maintenance	766.02	6,500.00	-5,733.98	11.78%
204 Property Insurance	1,062.45	0.00	1,062.45	
205 Utilities	495.00	0.00	495.00	
206 Telephone & Telecomm	4,140.24	2,500.00	1,640.24	165.61%
Total 200 Facilities and Equipment	\$ 18,853.71	\$ 21,200.00	-\$ 2,346.29	88.93%
300 Operating Expenses - Fixed	0.00	0.00	0.00	
301 Accounting, Bookkpg, Audit	12,143.76	10,500.00	1,643.76	115.65%
302 Advertising/Marketing	2,210.62	2,600.00	-389.38	85.02%
303 Bank fees	574.45	600.00	-25.55	95.74%
305 Conferences & Meetings	1,713.44	3,000.00	-1,286.56	57.11%
310 Depreciation expense	326.50	700.00	-373.50	46.64%
311 Interest Expense	111.62	0.00	111.62	
312 Meals	5,563.63	6,500.00	-936.37	85.59%
313 Memberships & Subscriptions	6,001.50	3,000.00	3,001.50	200.05%
314 Permits, License Fees	1,176.47	200.00	976.47	588.24%
324 Website Design & Maintce.	276.00	800.00	-524.00	34.50%
325 Insurance, Liability, D & O	4,496.30	4,000.00	496.30	112.41%
326 Legal Fees	3,357.50	0.00	3,357.50	
330 Investment Fees	3,463.20	2,500.00	963.20	138.53%
Total 300 Operating Expenses - Fixed	\$ 41,414.99	\$ 34,400.00	\$ 7,014.99	120.39%
400 Operating Expenses - Variable	0.00	0.00	0.00	
405 Books, Library, Reference	1,260.51	6,000.00	-4,739.49	21.01%
410 Postage, Mailings	708.59	600.00	108.59	118.10%
420 Printing and Copying	3,247.21	1,700.00	1,547.21	191.01%
425 Supplies - Class/Office	4,226.93	4,500.00	-273.07	93.93%
426 Supplies - Gas Cards/Gift Cards	5,685.15	10,500.00	-4,814.85	54.14%
430 Stipends to Indiv.	4,425.26	7,750.00	-3,324.74	57.10%
Total 400 Operating Expenses - Variable	\$ 19,553.65	\$ 31,050.00	-\$ 11,496.35	62.97%
500 Personnel Expenses	0.00	0.00	0.00	
501 Salaries & Wages	138,673.73	159,300.00	-20,626.27	87.05%
502 Payroll Taxes	13,385.28	14,000.00	-614.72	95.61%
503 Benefits - Health Insur	420.00	0.00	420.00	
504 Benefits - Retirement	3,476.25	3,100.00	376.25	112.14%
515 Mileage	1,392.39	2,200.00	-807.61	63.29%
520 Training & Continuing Ed	49.00	1,800.00	-1,751.00	2.72%
525 Outside Contract Services	3,674.50	6,000.00	-2,325.50	61.24%
Total 500 Personnel Expenses	\$ 161,071.15	\$ 186,400.00	-\$ 25,328.85	86.41%
Total Expenditures	\$ 240,893.50	\$ 273,050.00	-\$ 32,156.50	88.22%
Net Operating Revenue	-\$ 81,844.20	-\$ 14,940.00	-\$ 66,904.20	547.82%
Other Revenue				
104 Investment Income (Expense)	13,620.99	0.00	13,620.99	
Unrealized Gain(Loss)	38,482.66	0.00	38,482.66	
Total Other Revenue	\$ 52,103.65	\$ 0.00	\$ 52,103.65	
Net Other Revenue	\$ 52,103.65	\$ 0.00	\$ 52,103.65	
Net Revenue	-\$ 29,740.55	-\$ 14,940.00	-\$ 14,800.55	199.07%

YWCA Great Lakes Bay Region
Statement of Activity Comparison
December 2023

	Total			
	Dec 2023	Dec 2022 (PY)	Change	% Change
Revenue				
101 Grant Income	78,500.00	120,454.07	-41,954.07	-34.83%
102 Program/Event Income	1,500.00	60.00	1,440.00	2400.00%
103 Contributions			0.00	
103.1 Corporate Contributions		500.00	-500.00	-100.00%
103.2 Individual Contributions	1,840.50	2,600.00	-759.50	-29.21%
Total 103 Contributions	\$ 1,840.50	\$ 3,100.00	-\$ 1,259.50	-40.63%
Total Revenue	\$ 81,840.50	\$ 123,614.07	-\$ 41,773.57	-33.79%
Gross Profit	\$ 81,840.50	\$ 123,614.07	-\$ 41,773.57	-33.79%
Expenditures				
200 Facilities and Equipment			0.00	
201 Building Rent and Parking	1,500.00	186.26	1,313.74	705.33%
202 Equip Rental & Maintenance		-479.86	479.86	100.00%
205 Utilities	303.27		303.27	
206 Telephone & Telecomm	249.76	551.99	-302.23	-54.75%
Total 200 Facilities and Equipment	\$ 2,053.03	\$ 258.39	\$ 1,794.64	694.55%
300 Operating Expenses - Fixed			0.00	
301 Accounting, Bookkpg, Audit	1,059.00	450.00	609.00	135.33%
303 Bank fees	13.95	207.16	-193.21	-93.27%
305 Conferences & Meetings	-200.00		-200.00	
310 Depreciation expense	86.80	-462.00	548.80	118.79%
312 Meals	179.60	210.82	-31.22	-14.81%
313 Memberships & Subscriptions	565.05	354.24	210.81	59.51%
314 Permits, License Fees		100.00	-100.00	-100.00%
325 Insurance, Liability, D & O	660.25		660.25	
326 Legal Fees		450.00	-450.00	-100.00%
330 Investment Fees	838.22	835.17	3.05	0.37%
Total 300 Operating Expenses - Fixed	\$ 3,202.87	\$ 2,145.39	\$ 1,057.48	49.29%
400 Operating Expenses - Variable			0.00	
405 Books, Library, Reference		124.95	-124.95	-100.00%
410 Postage, Mailings		10.40	-10.40	-100.00%
420 Printing and Copying		592.85	-592.85	-100.00%
425 Supplies - Class/Office	650.09	1,555.97	-905.88	-58.22%
426 Supplies - Gas Cards/Gift Cards	857.97		857.97	
430 Stipends to Individ.	150.00	1,356.35	-1,206.35	-88.94%
Total 400 Operating Expenses - Variable	\$ 1,658.06	\$ 3,640.52	-\$ 1,982.46	-54.46%
500 Personnel Expenses			0.00	
501 Salaries & Wages	9,287.21	16,070.17	-6,782.96	-42.21%
502 Payroll Taxes	779.47	1,205.66	-426.19	-35.35%
503 Benefits - Health Insur	420.00		420.00	
504 Benefits - Retirement	267.80	312.50	-44.70	-14.30%
515 Mileage	269.78	304.72	-34.94	-11.47%
520 Training & Continuing Ed	49.00		49.00	
Total 500 Personnel Expenses	\$ 11,073.26	\$ 17,893.05	-\$ 6,819.79	-38.11%
Total Expenditures	\$ 17,987.22	\$ 23,937.35	-\$ 5,950.13	-24.86%
Net Operating Revenue	\$ 63,853.28	\$ 99,676.72	-\$ 35,823.44	-35.94%
Other Revenue				
104 Investment Income (Expense)	3,997.06	7,258.80	-3,261.74	-44.93%
Gain on Disposal of Fixed Asset		-53.74	53.74	100.00%
Unrealized Gain(Loss)	28,840.51	11,962.28	16,878.23	141.10%
Total Other Revenue	\$ 32,837.57	\$ 19,167.34	\$ 13,670.23	71.32%
Net Other Revenue	\$ 32,837.57	\$ 19,167.34	\$ 13,670.23	71.32%
Net Revenue	\$ 96,690.85	\$ 118,844.06	-\$ 22,153.21	-18.64%

YWCA Great Lakes Bay Region
Statement of Financial Position Comparison
As of December 31, 2023

	Total			
	As of Dec 31, 2023	(PY)	Change	% Change
ASSETS				
Current Assets				
Bank Accounts				
1st State Bank Checking	96,187.09	99,425.57	-3,238.48	-3.26%
Diaper Bank			0.00	
Diaper Bank - Arenac	2,706.48	3,726.90	-1,020.42	-27.38%
Diaper Bank - Bay	4,166.86	3,177.90	988.96	31.12%
Total Diaper Bank	\$ 6,873.34	\$ 6,904.80	-\$ 31.46	-0.46%
Huntington Checking	81.00	101.00	-20.00	-19.80%
Paypal	1,026.64	1,002.15	24.49	2.44%
Total Bank Accounts	\$ 104,168.07	\$ 107,433.52	-\$ 3,265.45	-3.04%
Accounts Receivable				
Accounts receivable	45,000.00	106,666.00	-61,666.00	-57.81%
Total Accounts Receivable	\$ 45,000.00	\$ 106,666.00	-\$ 61,666.00	-57.81%
Other Current Assets				
12000 Undeposited Funds	50.00	1,050.00	-1,000.00	-95.24%
BACF Endowment Fund	11,335.17	11,335.17	0.00	0.00%
Huntington Investment	365,466.80	331,826.35	33,640.45	10.14%
Total Other Current Assets	\$ 376,851.97	\$ 344,211.52	\$ 32,640.45	9.48%
Total Current Assets	\$ 526,020.04	\$ 558,311.04	-\$ 32,291.00	-5.78%
Fixed Assets				
Accumulated depreciation	-10,619.37	-10,292.87	-326.50	-3.17%
Computer software	2,209.58	1,610.58	599.00	37.19%
Furniture and Equipment	10,209.85	10,209.85	0.00	0.00%
Total Fixed Assets	\$ 1,800.06	\$ 1,527.56	\$ 272.50	17.84%
Other Assets				
Prepaid expenses	911.63	1,266.23	-354.60	-28.00%
Security Deposits	2,000.00	0.00	2,000.00	
Total Other Assets	\$ 2,911.63	\$ 1,266.23	\$ 1,645.40	129.94%
TOTAL ASSETS	\$ 530,731.73	\$ 561,104.83	-\$ 30,373.10	-5.41%
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
Accounts payable	3,084.46	1,135.00	1,949.46	171.76%
Total Accounts Payable	\$ 3,084.46	\$ 1,135.00	\$ 1,949.46	171.76%
Credit Cards				
1st State Bank Credit Card	886.71	687.85	198.86	28.91%
Huntington Bank Credit Card	771.25	771.25	0.00	
Total Credit Cards	\$ 1,657.96	\$ 687.85	\$ 970.11	141.04%
Other Current Liabilities				
Accrued Wages	5,094.54	5,996.41	-901.87	-15.04%
Deferred Revenue	3,575.00	4,850.00	-1,275.00	-26.29%
Diaper Bank Funds	6,873.34	6,904.80	-31.46	-0.46%
Payroll Liabilities	0.00	0.00	0.00	
Federal Taxes (941/944)	2,499.14	3,441.78	-942.64	-27.39%
MI Income Tax	1,186.92	580.17	606.75	104.58%
MI Local Tax	0.00	152.15	-152.15	-100.00%
MI Unemployment Tax	0.00	521.25	-521.25	-100.00%
SUTA Payable	1.00	1.00	0.00	0.00%
YWCA After Tax Contribution	0.00	22.00	-22.00	-100.00%
YWCA Retirement Company	0.02	312.52	-312.50	-99.99%
Total Payroll Liabilities	\$ 3,687.08	\$ 5,030.87	-\$ 1,343.79	-26.71%
Total Other Current Liabilities	\$ 19,229.96	\$ 22,782.08	-\$ 3,552.12	-15.59%
Total Current Liabilities	\$ 23,972.38	\$ 24,604.93	-\$ 632.55	-2.57%
Total Liabilities	\$ 23,972.38	\$ 24,604.93	-\$ 632.55	-2.57%
Equity				
Temp. Restricted Net Assets				
Bay Area Community Foundation	11,335.17	11,335.17	0.00	0.00%
Total Temp. Restricted Net Assets	\$ 11,335.17	\$ 11,335.17	\$ 0.00	0.00%
Unrestricted Net Assets	525,164.73	498,429.25	26,735.48	5.36%
Net Revenue	-29,740.55	26,735.48	-56,476.03	-211.24%
Total Equity	\$ 506,759.35	\$ 536,499.90	-\$ 29,740.55	-5.54%
TOTAL LIABILITIES AND EQUITY	\$ 530,731.73	\$ 561,104.83	-\$ 30,373.10	-5.41%

Summary of Grants for 2024 Programs

<i>SUM of Grant Amount</i>		<i>Program</i>		
<i>Date Awarded</i>	<i>Grantor</i>	<i>InterACT</i>	<i>WEEP</i>	<i>Grand Total</i>
2021	Huntington Bank		15000	15000
2021 Total			15000	15000
2022	UWSC		30000	30000
2022 Total			30000	30000
2023	AV Dow Foundation		25000	25000
	HSC Cares	24500		24500
	Meijer Bay City		500	500
	PNC Foundation		5000	5000
	Target		0	0
2023 Total		24500	30500	55000
2024	Dr. Scholls Foundation		0	0
	Enbridge Fueling Futures	0		0
	Gerstacker		0	0
	Morley Family Found		5000	5000
	TeamUp Dow Championship		0	0
	YWCA USA UJI	0		0
	Zonta Club of Midland		0	0
2024 Total		0	5000	5000
Grand Total		24500	80500	105000

2024 Community Engagement Calendar

Key Messaging and Case for Support (“Elevator Pitch”)

At the YWCA, we tackle racism head-on and give women the tools they need to get ahead. We've got programs that support women who might be going through tough times, helping them figure out a game plan for the future. Our DEI program combats unconscious biases that we all struggle with.

Community Engagement Calendar 2024

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Key to track responsibility: (ED = +, PM = ^, and * Board of Directors feedback and assistance)												
Impact Report ^ + <i>Distribute on Social Media, Mail to top funders, donors</i>	Share @ BOD Mtg			Mail to lapsed donors w/ letter								Compile data for 2024 Report
Donor Gift & Engagement Analysis + ^ <i>Gift size, frequency</i>		Gather data	Report at BOD Mtg									
Develop prospect lists w/BoD & Staff +^ <i>Add names of friends</i>			Discuss at BOD Mtg	Add to LGL								
E-Newsletter + ^		BHM, IR, Client Story	WHM, Client Story, Events	GLB, RAF, Client Story	RAF, Client Story		WOA	WOA, Client Story	WOA, Client Story		Donate Appeal, Client Story	Donate Appeal, Client Story
Ribbon Cutting ^+ <i>Big donors, sponsors</i>			Plan	Invite	Host Plug GLB							
Give Local Bay +^ <i>Include in SM posts in April</i>				Social media	Social media							

Lapsed donor appeal ^+				Send Letter w/IR									
Special Events +^	RAF (June 8 & 9, 2024)						WOA (October X, 2024)						
Print Newsletter +^ <i>Write draft in May-June, send in July w/envelope</i>					Write Draft	Write Draft	Mail to all in dbase						
Circle of Support & New WOA + <i>Send appeal/Invite 2023 WOA to join (mail)</i>						Write draft	Send invite with Print Newsletter						
Sponsorship Mailings (for 2025) + ^ <i>Reach out to new sponsors w/letter, email past sponsors</i>									Write draft	x			
End of Year Appeal +^ <i>Write draft with client story mail by Election Day</i>										Write draft	Send letter w/env		
Discuss individual donor cultivation events 2025 * +^											BOD Mtg		
Holiday Card to Top Donor/Board & Volunteers +^										List, cards	Write & Send		
Rewrite TY Letter for New Year +												Write	
New donor cultivation	All year long - new donors get a handwritten thank you note along with a sticker!												



FUNDRAISING COMMUNICATIONS TOOLKIT for Board Members

INTRODUCTION

The purpose of a fundraising communications toolkit for board members is to provide them with the “tools” that they need to effectively raise funds for your organization. As board members are often in a face-to-face situation where they are speaking with potential donors on behalf of the organization, this recommended toolkit focuses on providing key information about the organization to board members, often in a script format or a concise document with easily-digestible bullet points. Information of this kind needs to be provided in spoken language, not written language, so that it is easy for board members to use the information in conversation.

Although the development of the toolkit will likely be a staff-driven project, the toolkit will be much more effective if it is developed in collaboration with the board members on the development committee. The development committee can make recommendations for the table of contents, review the content that the development staff prepares, and advocate the use of the toolkit to other board members.

This toolkit should be designed to be an easy-to-use reference tool. A clear and detailed table of contents or index is essential. There should be clear headers within each section, and plenty of white space on each page. Board members may sit down and read the toolkit all at one time, but they may just as likely refer to it only when looking for a particular piece of information. Therefore, some information may be included more than once in the toolkit (for example, a “key selling point” may also show up as a talking point about the need that the organization serves).

Finally, you may want to design and develop your toolkit so that it can be easily customized for particular board members. For example, you may have one board member who is interested in raising funds for a particular program. It would be helpful to have a fact sheet about that program in that particular board member’s toolkit, but it would not be necessary to have the program fact sheet in every person’s toolkit. You can decide which pieces from the “core” kit to include, and then have optional sections that can be added for particular board members as needed.

TALKING POINTS ABOUT THE ORGANIZATION

(e.g., The Case for Support Written for Conversation)

This section should include talking points about the organization, which will come directly from the case for support. A written case for support is often composed in language that does not feel natural when spoken and can often be quite lengthy. This toolkit should provide board members with a script that they can use to speak concisely and clearly with someone about your organization. Even though the essence of the talking points will come from the case support, it should not be the case for support verbatim.

Possible sections within this area include are listed below:

1. The “elevator” speech: How to describe your organization in 2 minutes.
2. Why should someone give to your organization? What is the need that you are addressing?
3. What does your organization do? Provide overview of programs and services.
4. Who does your organization work with? Who are its customers and clients?

FUNDRAISING COMMUNICATIONS TOOLKIT

KEY SELLING POINTS OF THE ORGANIZATION

This section will include impressive facts about your organization that catch people's attention. Some aspects of the key selling points may have already been included in the talking points section above.

This section could consist of particular authority your organization has (“We provide the seal of approval for ‘X.’”); impressive information about who or how many clients you serve (“We serve over 1,000,000 people annually.”); any impressive awards your organization has received (“We received the ‘X’ award from the state.”); impressive statistics about how your organization is run (“We only have five paid staff but over 500 volunteers who make all of our services possible.”); or the uniqueness/indispensability of the service you provide (“We are the only shelter for battered women in the five-county region,” or “We are the only museum solely devoted to children’s literature in the country.”).

OUTCOMES, EVALUATION, AND EFFECTIVENESS

Funders ask nonprofit leaders the following questions: “How do you define success?” and “How do you measure your efforts?” Board members must be able to answer this question confidently. Items that could be included in this section include the following:

1. Outcomes achieved by your organization, preferably in quantifiably measurable terms and as they relate to goals
2. Information about the evaluation efforts undertaken by your organization, and the results
3. Data about demand for your services
4. Data about efficiencies in your organization’s operations

STORIES AND TESTIMONIALS

Recounting a personal story from a client is often the best and easiest way for a board member to talk about what your organization does. Also, board members often find testimonials personally motivating, which builds their confidence when fundraising. This section should include three or so of the best or most inspiring stories that are easy for a board member to relate. Be sure that no stories encroach upon a confidentiality agreement that the client may have with your organization.

HOW YOUR ORGANIZATION IS FINANCED

Potential donors want to know how your organization is financed. This section should include information about the sources of income for your organization, such as earned income sources, government grants, foundation or corporate grants, and individual donations. It is also helpful to include some numerical data, such as

- earned income versus donations as a percentage of budget
- grant income
- unrelated business income as a percentage of budget

Please note that this data does not necessarily indicate success or failure at fundraising and should not be framed in that context.

OTHER POSSIBLE SECTIONS TO INCLUDE IN THE TOOLKIT

Your organization may find it useful to include other sections in order to guide your committee members in solicitation and communication. The following list provides further possibilities, always leaving an open door for whatever works best for you:

- Fact sheets on primary programs and services
- Sponsorship opportunities
- Synopsis of a current strategic plan
- List of all funders