



**KELLEY SCHOOL
OF BUSINESS**

INDIANA UNIVERSITY

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Delivery Plan

Project Overview

The Washington County Family YMCA (“YMCA”) is a non-profit franchise that emphasizes giving back and sharing with the community. Since its establishment in 2004, the Washington County Family YMCA focuses on giving every member of the community the opportunity to learn and grow. The Washington County Family YMCA provides to its 1700 members many different programs, such as early learning, group exercises, and afterschool sports clubs. Since starting in 2016, CEO Kristy Purlee has been looking into a capital expansion to provide additional indoor activities for its members.

Kelley Consulting Group (KCG) will assist the YMCA in determining the feasibility of building a new multi-purpose gymnasium. This analysis will include capital expenditures, funding projections, and maintenance costs.

Project Objectives

The YMCA has been successful in implementing projects that help achieve its goals of ‘building a healthy spirit, mind and body for all’. To ensure the continued success of the YMCA and to keep up with the growing needs of the community, our team’s objective is to conduct a **feasibility study to determine the scope for capital expansions at the YMCA Campus, including the following:**

1. Provide capital requirement analysis for a new gymnasium on the Washington County Family YMCA Campus.
2. Provide updated cash-flow financial model including on-going operating and maintenance costs as well as potential new revenue streams related to a new gymnasium.
3. Provide scenario analysis of funding options (i.e., revenue, donors, grants, loans, etc.) based on financial model, analysis of prior year donations, and review of applicable grants.

Project Deliverables

As a result of the major activities outlined above, the team will produce the following deliverables:

1. Feasibility Study presentation, summarizing the team’s final recommendations and rationale behind those recommendations. The format of the final presentation will be a PowerPoint presentation that will be delivered to Kristy and members of the YMCA board, anticipated for the week of November 16, 2020.
2. Feasibility Study financial model, containing 5 year cash flow analysis of capital expansion project with assumptions and scenarios.
3. Case write up summarizing the team’s final analysis and supporting material. This will be delivered with the feasibility study presentation.

Roles and Responsibilities

Roles and responsibilities will be continuously updated as the project process changes throughout the project lifecycle.

Name	Role	Responsibilities
Kristy Purlee	Client Sponsor	<ul style="list-style-type: none">• Approval of all final deliverables• Manages access to client Subject Matter Experts

Bree Josefy	Partner	<ul style="list-style-type: none"> Approve any suggested modifications to project agreement Approve final deliverables before issuance to client
Raagini Vohra	Team Member	<ul style="list-style-type: none"> Serve as a point of contact for the team Monitor and control project objectives and processes Assist in resolving issues impacting the team All team members will contribute equally to final deliverables
John Deck	Team Member	<ul style="list-style-type: none"> Coordinate weekly meetings for all members Maintains project timeline and ensure team meets milestones All team members will contribute equally to final deliverables
Nico De La Cruz	Team Member	<ul style="list-style-type: none"> Maintain project plan Capture and maintain meeting minutes All team members will contribute equally to final deliverables

Work Plan and Estimate

Our team will devote on average between 5-7 hours per week per team member on the proposed engagement for at least 10 weeks. The total work estimated for this project is 150-210 hours. This is in addition to weekly meetings with client, faculty advisor and project team.

Task	Due Date	Estimated Total Time	Team Responsibilities and Objectives
Phase 1: Introduction and Planning			
Project Kickoff (w/ Kristy)	08/27/20	1.5 hours	<ul style="list-style-type: none"> Consolidate our notes and understanding of the local YMCA and its operation from the client meeting Establish communication means and schedule Request additional information from Kristy
Project Objectives Meeting	08/30/20	2 hours	<ul style="list-style-type: none"> Analyze the task needed for creating a Project Plan Discuss timeline, objectives, potential assumptions and risks that the team might incur throughout the project
Project Plan	08/31/20	6 hours	<ul style="list-style-type: none"> Establish scope and roadmap for project Write up Project Agreement Fill out Non-disclosure agreement
Project Agreement Review (w/Bree)	09/07/20	2 hours	<ul style="list-style-type: none"> Review completed Project Agreement Adjust for any changes that incur during the period Post meeting consensus between KCG members
Project Agreement Review (w/Kristy)	09/08/20	2 hours	<ul style="list-style-type: none"> Prepare questions and agenda for meeting Ensure alignment in strategic vision and roadmap Reassess scope and roadmap
Phase 2: Research and Data Collection			
Internal Research	09/18/20	20 hours	<ul style="list-style-type: none"> Brainstorm different potential capital investments Identify most valuable characteristics from possible capital investments Understand the current 2MM gymnasium estimate Investigate other YMCA's gymnasium expansion costs and associated benefits Understand implications of independent branch structure Forecast cost of new recreational equipment required
External Research	9/25/20	20 hours	<ul style="list-style-type: none"> Conduct interviews to learn about comparable capital investments, historical revenues, and revenue generating opportunities with sister YMCA CEOs Conduct interviews with local churches and schools about previous capital investments
Grant Research	09/18/20	10 hours	<ul style="list-style-type: none"> Understand the cash flow and timing of grant income Identify potential grants the YMCA could apply for
Phase 3: Execution and Analysis			
Presentation Development	9/26/20	30 hours	<ul style="list-style-type: none"> Triangulate information received from Project meetings and identify most relevant data Summarize valuable data to drive next step decisions Storyboard final presentation
Net Benefit Analysis	10/09/20	30 hours	<ul style="list-style-type: none"> Quantify benefits of capital investment Quantify maintenance and capital expenses of investment

Midterm Report Meeting	10/18/20	2 hours	<ul style="list-style-type: none"> Establish success metrics for future evaluation Discuss project progress with faculty supervisor Confirm future roadmap and milestones
Case Write Up	11/16/20	10 hours	<ul style="list-style-type: none"> Enrich case write up with discoveries and assumptions Summarize information from presentation into PDF format for future distribution to donors
Phase 4: Final Review			
Post Midterm Modifications	10/26/20	20 hours	<ul style="list-style-type: none"> Review recommendations made in the midterm meeting and make required edits
Partner Review of Deliverables	11/2/20	15 hours	<ul style="list-style-type: none"> Review comments noted by Bree and adjust accordingly Finalize content of deliverables for client
Client Sponsor Review of Deliverables	11/9/20	2 hours	<ul style="list-style-type: none"> Review final comments noted by Kristy and make final adjustments
Presentation	Date TBD Anticipated week of 11/16/20	2 hours	<ul style="list-style-type: none"> Deliver Feasibility Study presentation for Kristy and board members of Washington County Family YMCA

Further, after estimating the amount of work required to complete the project, we have sequenced the major activities, and have developed the following timeline:

Activity	Sept 7	Sept 14	Sept 21	Sept 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Dec 16 (only if necessary)
Phase 1: Introduction and Planning												
Phase 2: Research and Data Collection												
Phase 3: Execution and Analysis												
Phase 4: Final Review												

Assumptions

The project will be based on the following assumptions:

- The YMCA is not moving forward with a pool
- All the information provided from the YMCA is accurate and up to date
- Client sponsor will provide supplemental data as requested in a timely manner
- KCG team members will be required to sign a Confidentiality Agreement.
- Client sponsor will be available on a weekly basis for a status update with the team

Management Plan

Measurement Plan

Kelley Consulting Group will measure success for this project by capturing the following metrics:

1. Client satisfaction – We will be asking Kristy to complete a very brief survey at the end of the project of the team’s performance. Our goal is to receive an average score of above 4 out of 5.

2. Deliverable Completion – We plan to submit 100% of client deliverables before the final deadline of December 16th.

Quality Plan

Kelley Consulting Group will be communicating closely with YMCA CEO, Kristy Purlee, to ensure the quality and alignment of our plans. Kelley Consulting Group will also have a Faculty mentor ensuring high quality performance and deliverables.

Communication Plan

Kelley Consulting Group will communicate and schedule meetings through Microsoft Outlook calendar. Meetings will be on Zoom or Microsoft Teams. Every Monday by 5:00 PM, we will provide a weekly status update and confirm meeting times with Kristy.

Team Contact Information:

Team Member	Email	Phone
Raagini Vohra	rvohra@iu.edu	(812) 955-1402
John Deck	johndeck@iu.edu	(317) 753-3121
Nico De La Cruz	ndelacru@iu.edu	(317) 522-6395
Bree Josefy	bjosefy@iu.edu	(812) 856-0094

Revision History

Date	Version	Description	Author
08/31/20	1.0	First Draft	Nico, John and Raagini
09/02/20	2.0	Second Draft	Nico, John and Raagini
09/07/20	3.0	Post Partner Reviews	Nico, John and Raagini



Washington County Family YMCA

Kelley Consulting Group



Kelley Consulting Group And Client Sponsor



**Nicolas
De La Cruz**
3/2 MBA
EY - Strategy &
Transactions



**John
Deck**
MSA
Katz, Sapper &
Miller - Tax

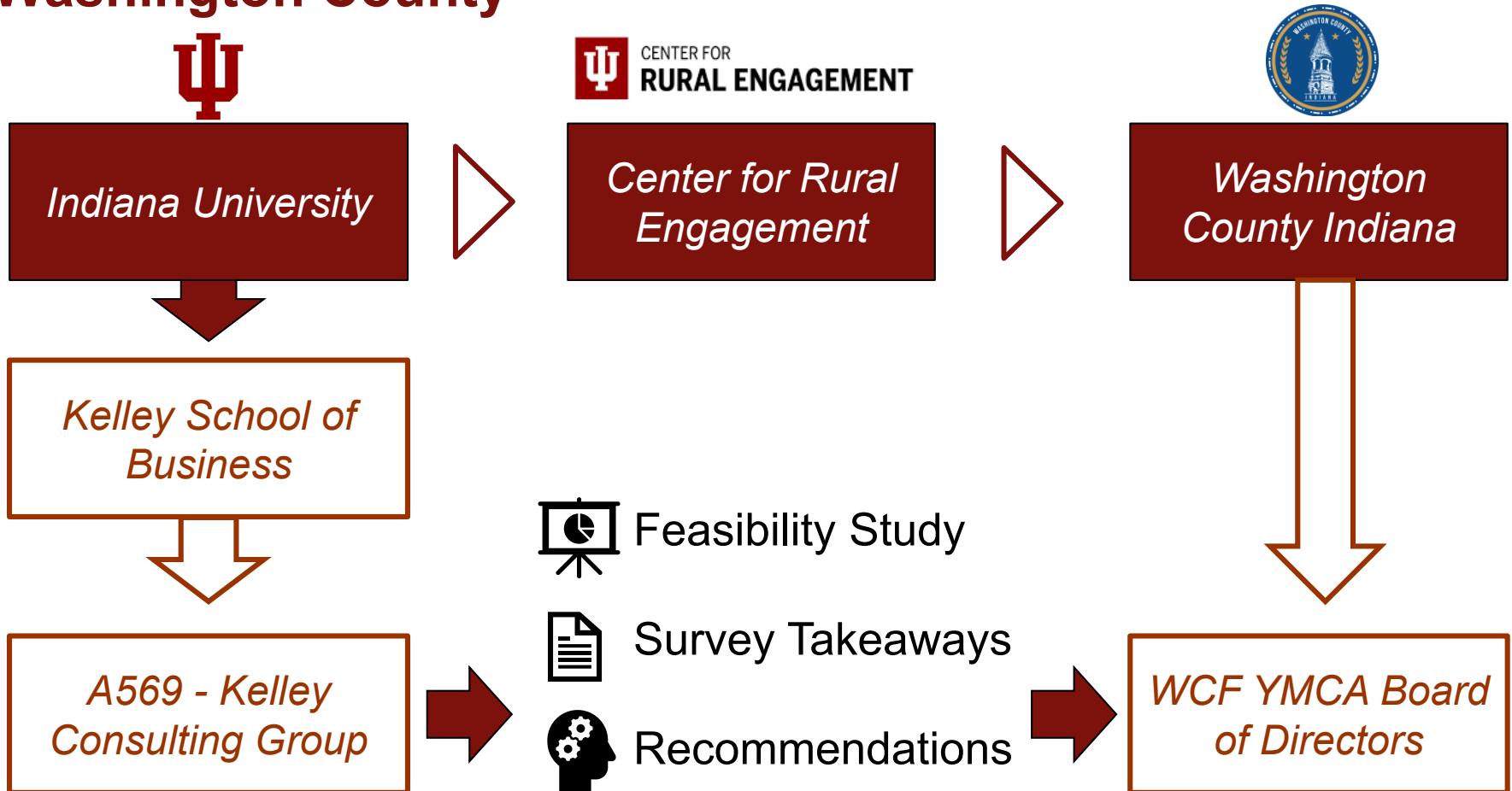


**Raagini
Vohra**
3/2 MBA
Deloitte -
Audit



**Kristy
Purlee**
*Washington County
Family YMCA -
Chief Executive Officer*

How Kelley Consulting Group is working with Washington County



There are two main questions we address in our presentation

Project Objective

Provide a feasibility study regarding a new capital expansion project

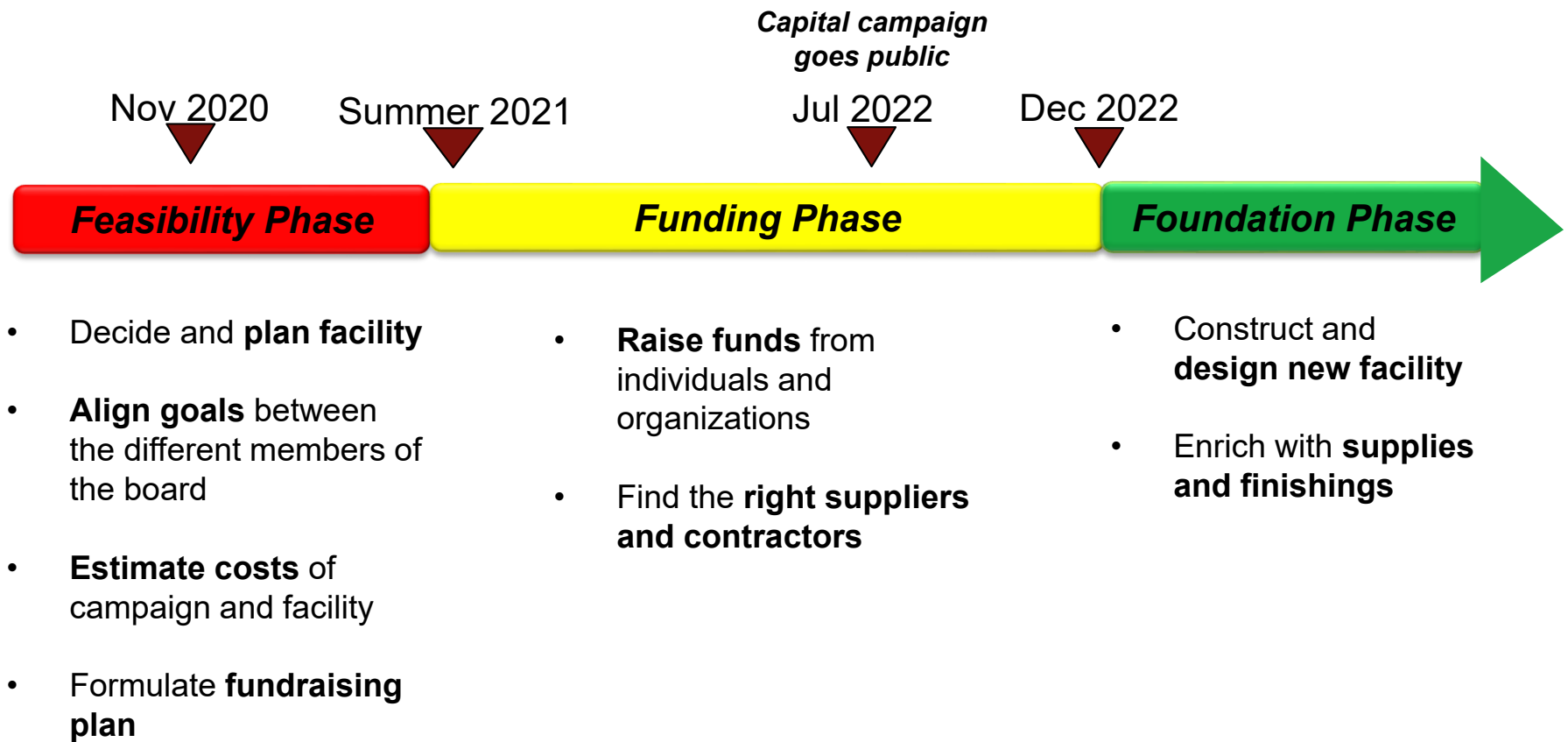
- **Identify** appropriate capital expansion project
- **Estimate** costs associated with capital investment
- Provide insight on **campaign implementation**



Key Questions

1. What **type of facility** would best support Washington County?
2. What are **the best practices** during a capital campaign project?

A capital campaign can be segmented into three different phases



Our recommendations derive from interviews and surveys



Interviews with 4 local YMCA CEO's

The CEO's we interviewed include:

- Mike Steffe
- Darrel White
- Mark Demchak
- Tom Danehy



Survey to YMCA CEO's

The Y's we surveyed include:

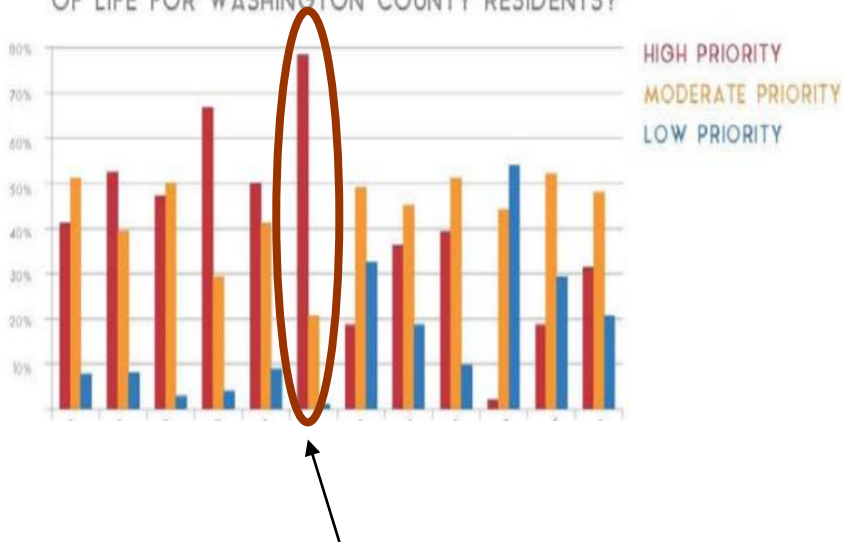
- Mishawaka YMCA
- Tri-State YMCA
- YMCA of the Wabash Valley – Clay County
- Cass County Family YMCA
- Lafayette Family YMCA
- Duneland Family YMCA
- YMCA of DeKalb County
- Decatur County Family YMCA Inc



Conversations with 3rd party vendors

A look into the Washington County community reveals the need for a YMCA capital expansion program

WHAT ARE THE IDEAL PRIORITIES TO IMPROVE THE QUALITY OF LIFE FOR WASHINGTON COUNTY RESIDENTS?



Increase Youth Development and Youth Opportunities

WASHINGTON COUNTY WISH-LIST

1. ENTERTAINMENT BUSINESSES
2. MORE RECREATIONAL FACILITIES
3. YOUTH ENGAGEMENT
4. LARGE EMPLOYER ATTRACTION
5. EDUCATIONAL TRAINING FACILITY
6. MORE HOUSING
7. WATER/SEWER INFRASTRUCTURE IMPROVEMENTS
8. ROADWAY IMPROVEMENTS
9. COUNTY-WIDE CLEAN-UP

- According to a 2019 study by Washington County, the **increase of Youth Development and Youth Opportunities** was considered the primary ideal priority to improve the quality of life for Washington County Residents
- Adding more **recreational facilities and higher youth engagement** hold the 2nd and 3rd position on the Washington County Wishlist respectively
- These priorities align with the Y's **2028 company mission statement and strategic goals**


Our research focused on the potential development of four different facilities.

- **Gymnasium**
 - This facility would provide the ability for the Y to handle numerous sporting activities such as basketball, volleyball, futsal (indoor soccer), etc. This facility can also handle ceremonies and other various events.
- **Indoor Pool**
 - Our research for this type of facility estimated the best fit to be a short course style pool that would provide a solid amount of swimming space for both recreation and competition. However, based on Salem Middle School recently renovated their pool and the high maintenance costs, we found this option to not be feasible.
- **Multipurpose Room**
 - A multipurpose room would suit various needs for the Y. The space can host large events, provide extra space for a fitness activity, or even serve as a child-care room for certain situations.
- **Daycare Center**
 - This space would have multiple rooms to accommodate varying ages and provide a beneficial atmosphere for both the kids and the parents. This will allow the Y to expand beyond drop-off into a more full-time daycare option for all ages.

The potential options for new facilities



Our analysis shows that a gymnasium most aligns with the needs of Washington County

Facility	Gymnasium 	Multipurpose Room	Pool (Indoor fiberglass)	Daycare
Washington County Needs Assessment	Recreational facility, youth engagement	Recreational facility, youth engagement	Youth engagement	Educational training, youth engagement
Initial Capital Costs	\$1.6 – \$5.3* MM	\$1.2MM	\$1.5MM - \$2MM	\$1.1MM
Operating and Maintenance Costs	Utility increase Floor maintenance Equipment repair	Utility increase Cleaning	Utility increase Chemical usage Equipment repair Lifeguards	Personnel Cleaning
Uses	Sports leagues Tournaments Exercise classes Church receptions	Conferences Performances Exercise classes	Lap swimming Recreation	Out of school programs Full time daycare Infant, Toddler, School Age
Revenue Opportunities	Rentals Day passes	Rentals	Lessons Pool parties	Daycare operations

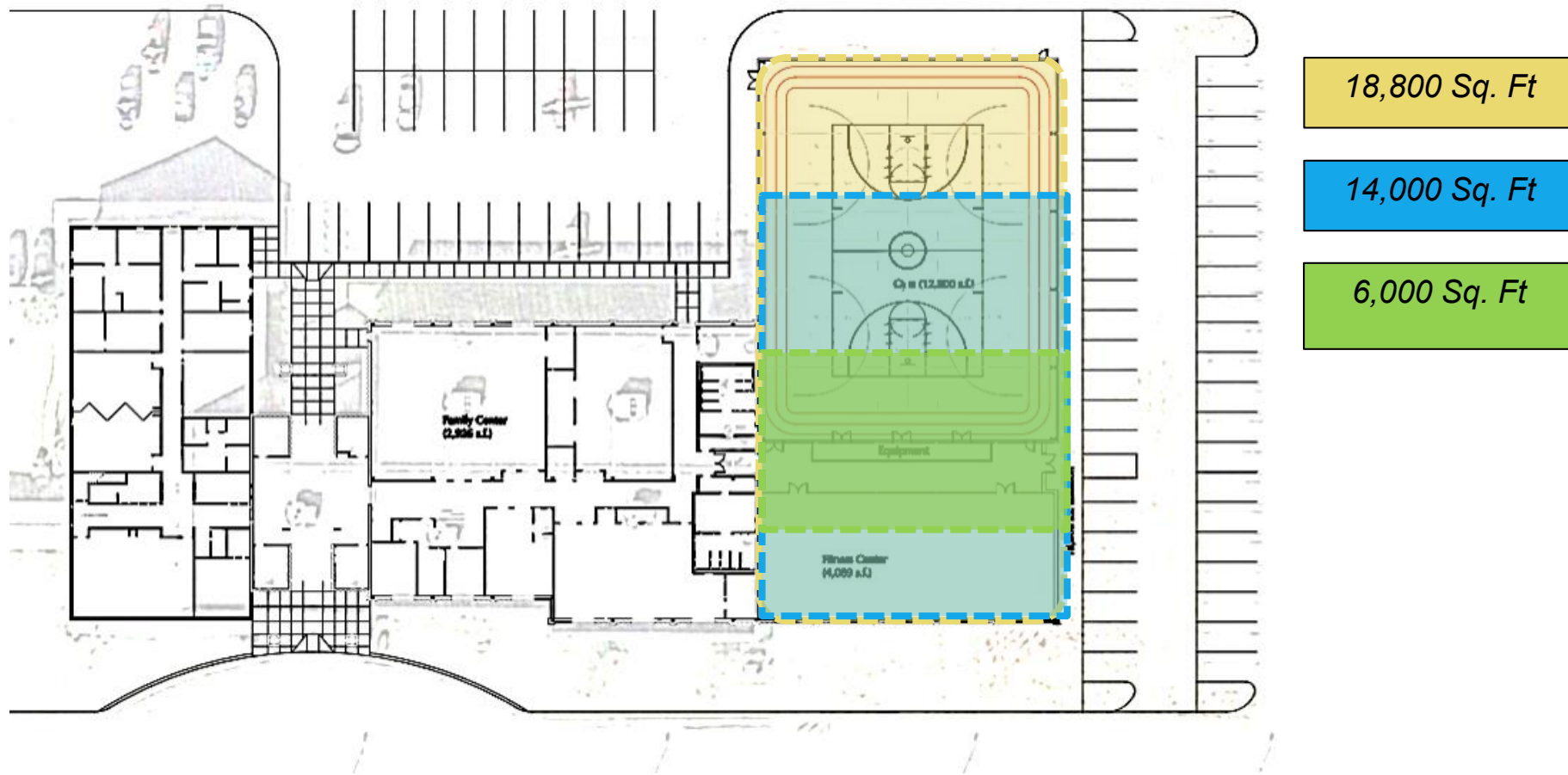
*See slide 12

<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
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The potential sizing options for the new gymnasium include:



We anticipate the new facility will append to the east side of the current facility



Size and capabilities of different gymnasium options

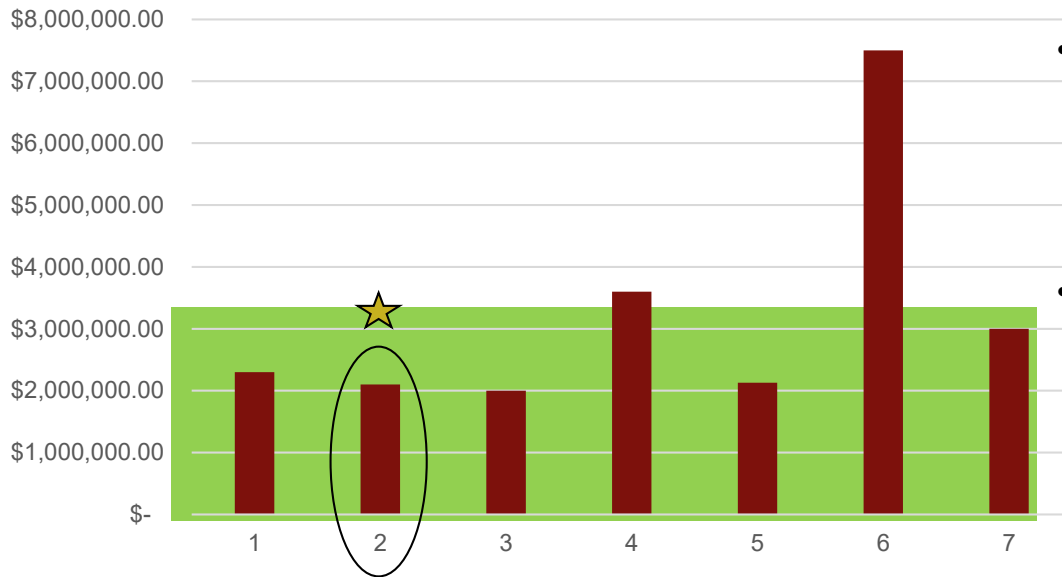
Size	6,000 Sq. Ft.	9,000 Sq. Ft.	9,000 Sq. Ft. + Fitness Center	14,000 Sq. Ft.	20,000 Sq. Ft.
Capacity Based on 15 Sq. Ft per person	400	600	800	933	1,333
Capabilities	Space for one regulation size sport (basketball, volleyball, soccer).	Regulation basketball with $\frac{3}{4}$ courts on sides, up to two volleyball/soccer games.	Includes the same capabilities as the 9,000 Sq. Ft. Space with additional room for extra workout facility.	Space for two regulation basketball courts/volleyball courts simultaneously	Two full-size basketball courts with extra space for various activities. Can be used for other facilities.
Estimated Cost Based on \$220/Sq. Ft.	\$1.32MM	\$1.98MM	\$2.64MM	\$3.08MM	\$4.40MM
HVAC Cost 20% of Building Cost	\$264,000	\$396,000	\$528,000	\$616,000	\$880,000

The varying sizes of the gymnasium also lead to varying levels of additional features.

Size (\$ in 000's)	6,000 Sq. Ft.	9,000 Sq. Ft.	9,000 Sq. Ft. + Fitness Center	14,000 Sq. Ft.	20,000 Sq. Ft.
Flooring					
Synthetic OR	\$45	\$68	\$90	\$105	\$150
Hardwood	81	122	162	189	270
Equipment					
Basketball Goals	42	42	42	56	56
Volleyball Nets	7	14	14	14	14
Soccer Goals	1	2	2	2	2
Divider Curtain	13	13	13	13	26
Padding					
Wall Pads	2	2	2	3	5
Acoustic Pads	15	15	15	27	30
Walking Track					
1st Floor OR	40	55	70	80	115
2nd Floor	200	275	350	400	575
Bleachers	20	20	40	40	60
Total Add-ons	\$185-381	\$231-505	\$288-640	\$341-745	\$458-1,038
Total with Add-ons	\$1.2-2MM	\$2.6-2.9MM	\$3.5-3.8MM	\$4-4.4MM	\$5.7-6.3MM

The gymnasium capital campaign is aligned with other Y's





How much did you raise in your last capital campaign?



Feasibility Phase

- **6 out of 8** surveyed Y's last capital campaign ranged from **\$2.6m to \$3.6m**. The **median capital** campaign was for \$2.65m
- The most comparable to Washington County YMCA in **terms of revenue (among the surveyed Y's)** is the **Tri-County YMCA**. Tri-County's last capital campaign was worth \$2.1m

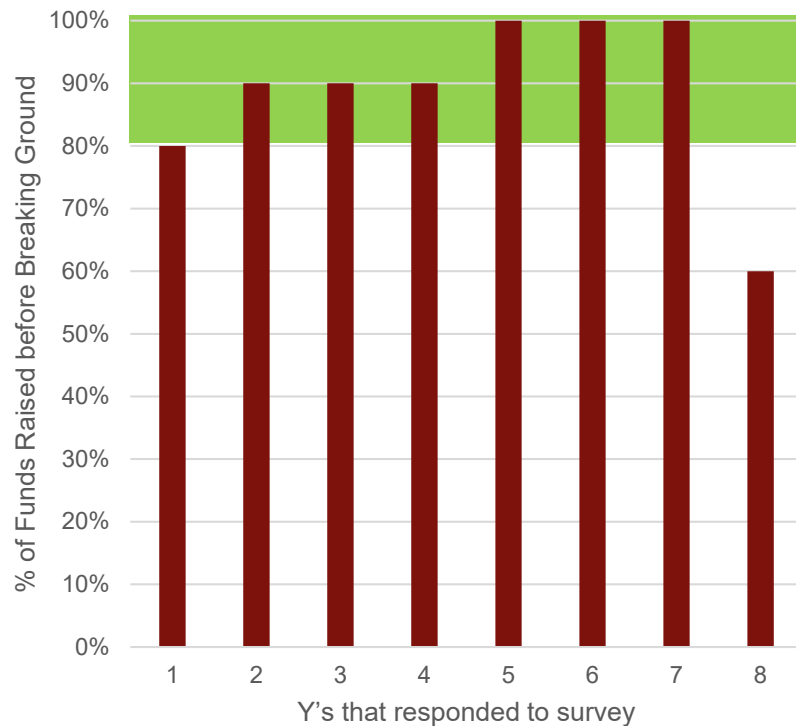
Average capital campaign funding analysis breakdown

Donation Size		Target Contribution	Funding Phase
Above \$1 MM	 0.4	\$1,000,000	<ul style="list-style-type: none"> Average funding sources for the capital campaign were <ul style="list-style-type: none"> - 20% from grants - 46% from individual donations - 34% from corporate donors
\$1 MM - \$500,000	 0.8	\$500,000	<ul style="list-style-type: none"> The most popular grant source was local community foundations.
\$500,000 - \$250,000	 1	\$250,000	<ul style="list-style-type: none"> <i>During our recent capital campaign, "Our top 8 donors had a direct tie with a member of our Board of Directors. Our 2 biggest misses had no connection with our Board of Directors. Board engagement is the number 1 reason for success or failure of a capital campaign."</i>
\$250,000 - \$100,000	 4.4	\$440,000	
All other funding sources		~ \$1,600,000	
		Total = \$3,800,000	

*This is based on the 9000 sq. ft + Fitness Center

Fundraising goal percentages when other YMCA's broke ground with the new facility

% of Funds Raised Before Breaking Ground



Foundation Phase

- **5 out of 8 Y's** took out a line of credit. The average line of credit was **37% of total campaign amount**
- Most Y's waited to break ground until they had raised **80% - 100% of their required funding**

Our recommendations for the capital expansion plan after our research



Implement best practices from survey results



Set up a building committee



Establish a collaboration with a hospital

Best practices during each phase of the capital campaign from our survey results

Feasibility Phase

- Our capital expansion campaign goal falls within the **average range** for similar Y's
- A gymnasium is becoming **increasingly necessary**. All the other Y's we surveyed have one
- Use the services of a **3rd party consulting organization** (x2, specific company mentioned was Donor by Design)
- Get the **board engaged!**
- Be **strategic and smart** with picking the right campaign **chairperson**
- Be **patient and set realistic** goals

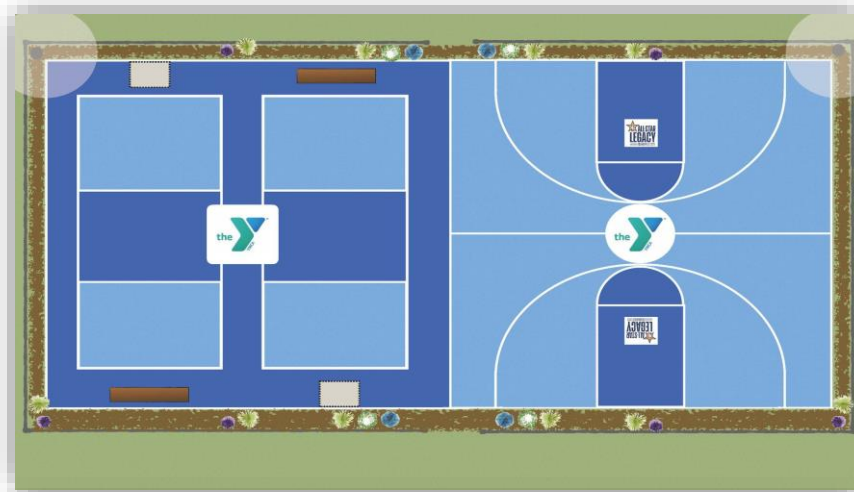
Funding Phase

- Develop a **good story and a compelling case** statement:
 - *A gymnasium allows the Y to reach out to **all segments of the community***
 - *Would be a place for people to find individuals with **like minded interests***
- Have the **right people solicit the right donor** prospect is important
- **Plan out the announcements of gifts** to incentivize other people to give
- Almost **half of the average funding** across the different campaigns was received from **individual donations**. Focus your efforts on individual donors

Foundation Phase

- Take out a **line of credit** to ensure stability in funds
- Wait until at least **80% of funds have been received to break ground**
- Rent Revenue from gymnasium may be inconsistent and minimal. **Do not depend on rent revenue for capital or operational expenses**
- Indirect benefits of gymnasium may include **increase in program and membership revenue from gymnasium**

Set up a building committee to gain access to specialized information in the fields of construction and architecture



- In our interviews with leadership of other Y's, we found out that it is common for the board to have a **'Building Committee'** that is responsible for making **decisions surrounding capital expansion and maintenance.**
- This committee usually consists of members of the board and other external members who **have expertise and prior experience** in the fields of construction and architecture.
- The building committee has been a **permanent committee** (meets all year round) for the Y's we spoke with.



Collaboration with a hospital will provide the Y with a wellness-based partnership program

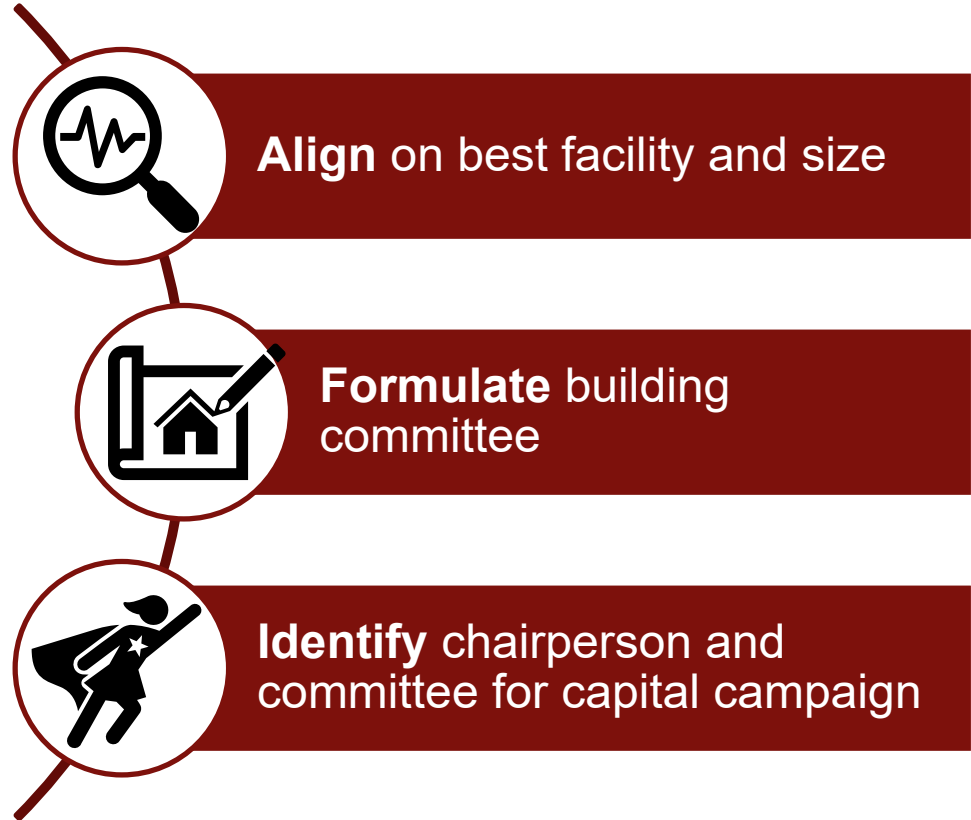


SCHNECK
MEDICAL CENTER



- Establish a partnership with a local hospital to **gain access to financial resources and medical expertise**
- With **adolescent obesity** being a primary concern in Indiana, (Indiana was ranked in 40th place across all the states)* establishing a partnership with a local hospital would allow medical guidance from the local hospital, with the Y providing the equipment and programs necessary to lead a healthy and active life.
- Possible hospitals the Y could collaborate with include **Schneck Medical and St Vincent** .
- **Draft a letter to leadership** to local hospitals to convince them of the benefits of such a program

Steps the board needs to take to build a gymnasium in Washington County



Appendix

- Meeting with CEO's
 - Mike Steffe (9/15)
 - Darrell White (9/25)
 - Mark Demchak (10/2)
 - Tom Danehy (10/2)
- Anticipated Costs of Expansions
- Benefits and Disadvantages analysis for different facilities
- Additional Information about CRE and Washington County
- Additional Information about Kristy and Washington County YMCA
- Additional Facility Option Information
- Additional Cost-Benefit Analysis
- 5-year Cash Flow Statement

Meeting with Mike Steffe 9/15



- Total cost of capital expansion - \$2.3 million
- Had multiple donations >\$100,000
- Waited for 80% of total funding before breaking ground
- Facility is smaller, used more for volleyball, misc. Activities
- Donations spread out over multi-year installments
- Working on LOC with Local Bank
- Membership showed significant growth after facility was built

Mike Steffe
Director
Tri- County YMCA

Participants:

Kristy Bree Raagini
John Nico

Meeting with Darrell White 9/25



Darrell White

CEO

Owen County YMCA

- Owen County CEO for 8 years
- Has supervised two separate capital campaigns
- How to get the community to buy into the need to a capital campaign project
- Eli Lilly Community Foundation donated \$1 million
- Acoustic tiles to dampen sound volume
- Make sure that the infrastructure is good and make it elevated if possible, to avoid moisture accumulation in the floor.

Participants:
Raagini Nico

Meeting with Mark Demchak 10/2



Mark Demchak

CEO

Miami County YMCA

- Building entire new facility – broke ground September 2020
- Total cost ~ \$13 million
- Raised \$3.5 million from County HCF & \$3 million from anonymous trusts
- Median Donation \$2500
- Partnership with Regional Hospital on Wellness Center
 - 15-year lease agreement for hospital to use space for outpatient therapy.
- Began Capital Campaign in 2012

Participants:

John Nico

Meeting with Tom Danehy 10/2



Tom Danehy
CEO

Daviess County YMCA

- Access to Lilly Grant for \$60,000 to build pool
- Spoke about the importance of identifying the needs and interests of the community while identifying the type of facility to be built

Participants:
Raagini

Anticipated Costs of Expansion

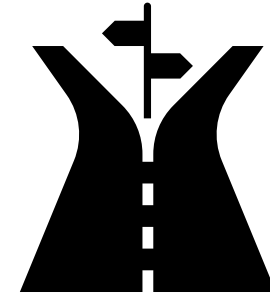
- \$4.51 Million – Per estimate provided by John Hawkins
 - Includes all features noted plus additional court
 - 20% of estimate for soft costs
- Equipment Estimates per Lee Company
 - Basketball Goals - \$7,000 per goal
 - Vinyl Gym Divider Curtain - \$13,000
 - Volleyball Net Equipment - \$7,200
 - 2' x 6' Wall Pads - \$175 Per Pad

Flooring and wall options that still need to be considered



Floor Options:

Rubber
Wood
Astro Flooring



Wall Option:

Include acoustic panels

CRE is the intermediary between Indiana University and Washington County

Indiana University



Center for Rural Engagement



Washington County Indiana

- Business
- Health
- Arts
- Education
- Housing
- Leadership development

- 1.2 MM hours of service
- 52 communities
- 216 projects
 - Blending Recreation, Green-space, and Historical Sites
 - Creating a Help Hub and Homeless Shelter
 - Increasing Performance Arts
 - Exploring agritourism model
- 33 counties

- Founded in 1814
- 28,415 residents



<https://news.iu.edu/stories/2020/01/iub/releases/27-washington-county-expands-collaboration-with-center-for-rural-engagement.html>

Our Washington County sponsor and YMCA CEO



Kristy Purlee

Chief Executive Officer

Washington County Family YMCA

- Washington County is the **7th largest county in Indiana** (by land size) and has the **57th largest population** in the state. The current population of Washington County is **28,415**.
- The Washington County YMCA was **founded in 2001** and currently has **1800 members**.
- Kristy became CEO in 2015 and was **our project representative** for this project.

Our analysis shows that building a gymnasium would provide the most benefit to Washington County

Facility Type	Pros	Cons
Pool	<ul style="list-style-type: none"> - Can be rented out 	<ul style="list-style-type: none"> - High maintenance costs - Can only be used for 5 months a year (outdoor pool)
Gymnasium	<ul style="list-style-type: none"> - Can be used for different activities - Can be used all year around - Can be rented out for graduations and other programs - Low maintenance costs 	<ul style="list-style-type: none"> - Highest HVAC expenses (primarily due to the size of the facility)
Daycare	<ul style="list-style-type: none"> - Constant revenue 	<ul style="list-style-type: none"> - Can only be used for day care – highly specialized space - High monthly cost for staff - Would need to install functional kitchen as well
Multipurpose Room		

A cost benefit analysis gives us the following rankings for facility options

Features	Essential \$ (000's)		Probable \$ (000's)		Possible \$ (000's)	
Building—Based on 12,000 Sq. Ft.	2,640		2,640		2,640	
HVAC (20% building)	528		528		528	
Flooring	Synthetic	90	Hardwood	135	Hardwood	135
Wall Pads	2		+ Acoustic	17	+ Acoustic	17
Bleachers	0		Seats 100	20	Seats 200	40
Walking Track	0		Main level	100	2 nd story	350
Sports Equipment	0		Basketball	42	All	49
Curtain	0		13		13	
Total	~ \$3,260		~ \$3,495		~ \$3,772	

Note: Total cost may increase as much as 57% compared to pricing listed above based on size of gymnasium. Pricing shown based on 12,000 Sq. Ft. Gymnasium.

WCFYMCA 5 Year Cash Flow

Last Updated: 11/08/2020

Year	Campaign Goal					As of 12/31/25
	2021	2022	2023	2024	2025	
Donations Pledged	\$1,600,000	\$800,000	\$480,000	\$320,000		\$3,200,000
% of Goal Pledged	50%	25%	15%	10%		
Cumulative % of Goal Pledged	50%	75%	90%	100%		
Donations Collected	\$640,000	\$800,000	\$752,000	\$592,000	\$272,000	\$3,056,000
Cumulative Cash on Hand	\$640,000	\$1,410,000	\$2,132,000	\$592,000	\$272,000	
Cost of Construction			\$(3,000,000)	\$-		\$(3,000,000)
Cost of Campaign	\$(30,000)	\$(30,000)	\$(30,000)	\$(5,000)		\$(95,000)
Line of Credit			\$898,000	\$(587,000)	\$(288,000)	\$23,000
Cumulative Net Cash Flow	\$610,000	\$1,380,000	\$-	\$-	\$(16,000)	\$(16,000)

Assumptions

Donations Pledged	Based on estimated % pledged per year	Received Donation Breakdown	
Donations Received	Based on estimated % of each pledge donated	Year Pledged	40%
Line of Credit	Used when costs begin to outweigh total donations. Paid off as quickly as possible	2nd year	30%
Cost of Campaign	Based on amount of Mike Steffe Campaign. Broken up over \$30,000 duration of campaign	3rd Year	20%
Initial Cost of Construction	Break ground at 75-80% pledged amount. Duration of project should take less than a year to complete	4th Year	10%



Not-for-profit
Organization



Washington County Family YMCA

Client Background

The Washington County Family YMCA is a local Indiana YMCA based in Salem, Indiana. It was founded in 2001 and has 1800 members.

Project Context

Problem: The Y aims to initiate a capital expansion campaign with the objective of increasing programming space for its members

Objective: To provide a feasibility study into a new capital expansion project detailing the expected costs and necessary steps to obtain the funding for this expansion. Our team performed research on 4 different types of facilities and then provided multiple variations of the facility type we found most beneficial to the client.

Key Outcomes

Provided the following to the Washington County YMCA Board of Directors:

- Facility recommendation tailored to the needs of Washington County
- 5-year cash flow forecast
- Capital campaign survey recommendations from other YMCA CEOs

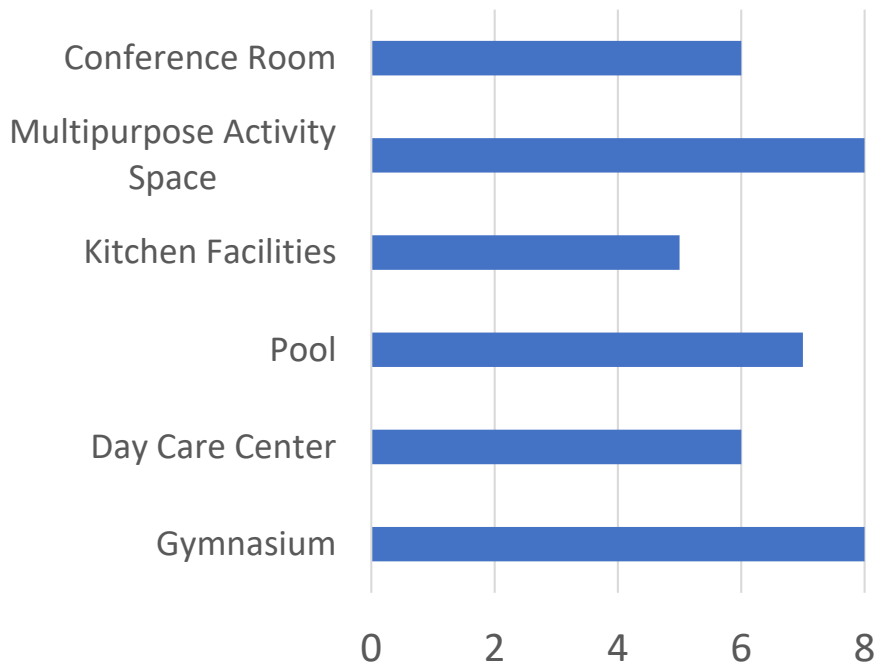
YMCA Capital Campaign Survey Data

Hello!

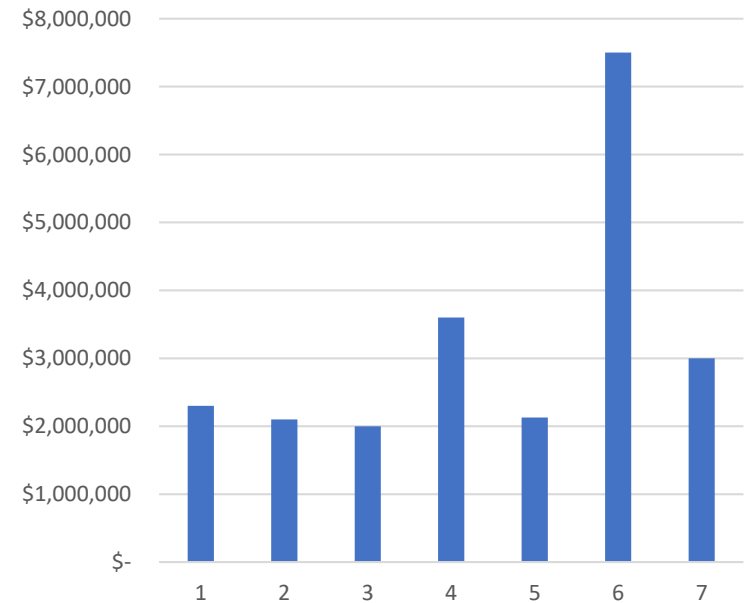
Thank you for taking the time to complete our capital campaign survey. Please find attached anonymized data from our survey.

Distribution of facilities and amount raised in last capital campaign

Distribution of Facilities



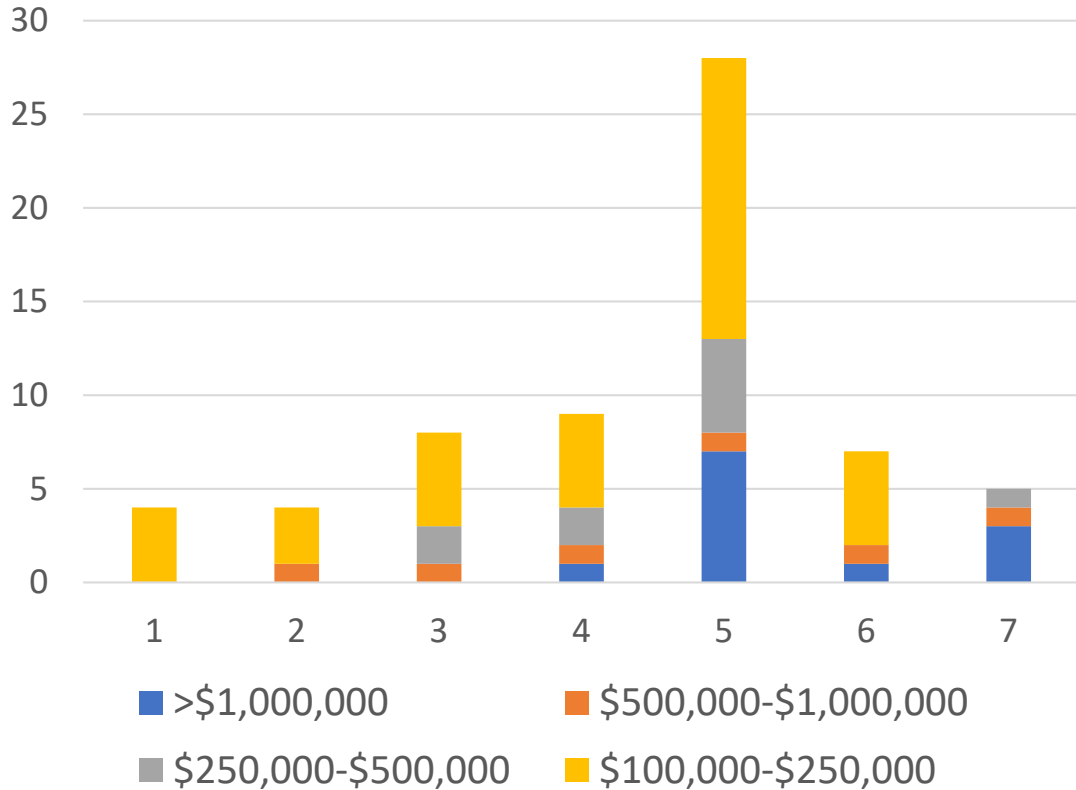
How much did you raise in your last capital campaign?



* Outlier capital campaign worth \$31 m excluded from graph

Capital campaign funding analysis breakdown

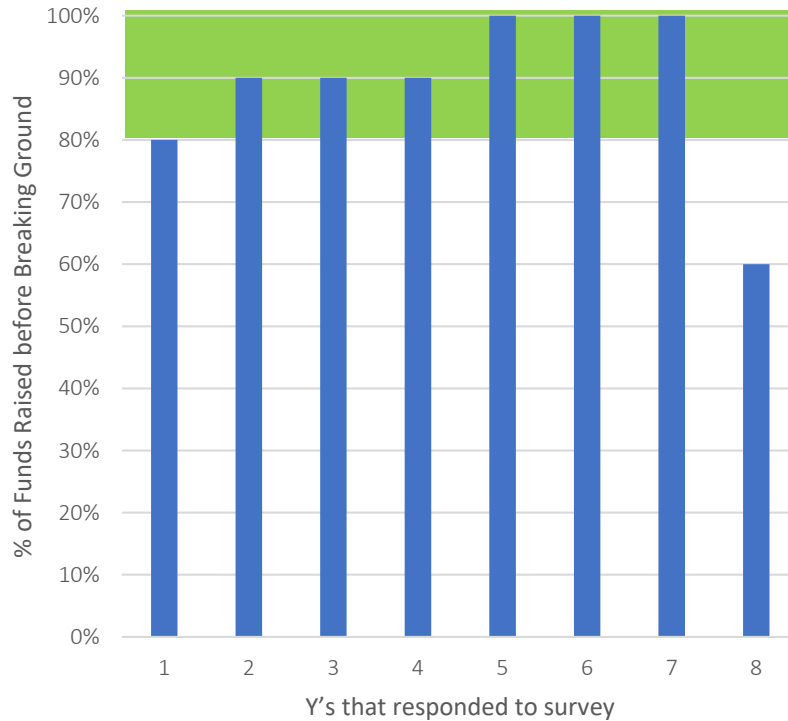
Count of Sizeable Donations



- Average funding sources for the capital campaign were
 - **20% from grants**
 - **46% from individual donations**
 - **34% from corporate donors**
- The most popular grant source was **local community foundations.**

Lines of credit and breaking ground

% of Funds Raised Before Breaking Ground



- **5 out of 8 Y's** took out a line of credit. The average line of credit **was 37% of total campaign amount**
- Most Y's waited to break ground until they had raised **80% - 100% of their required funding**

Best practices and recommendations from respondents

- Use the services of a **3rd party consulting organization** (x2, specific company mentioned was Donor by Design)
- Get the **board engaged**
- Develop a **good story and a compelling case** statement. Have the **right people solicit the right donor** prospect is important. Keep asking for gifts until you reach your goal.
- Be **strategic and smart** with picking the right campaign **chairperson**
- **Plan out the announcements of gifts** to incentivize other people to give
- Be **patient and set realistic** goals
- Get one big donor to lead it (the campaign)

WCFYMCA 5 Year Cash Flow

Last Updated: 11/08/2020

Year	2021		2022	
Donations Pledged	\$	1,600,000	\$	800,000
% of Goal Pledged		50%		25%
Cumulative % of Goal Pledged		50%		75%
Donations Collected	\$	640,000	\$	800,000
Cumulative Cash on Hand	\$	640,000	\$	1,410,000
Cost of Construction				
Cost of Campaign	\$	(30,000)	\$	(30,000)
Line of Credit				
Cumulative Net Cash Flow	\$	610,000	\$	1,380,000

Assumptions

Donations Pledged		Based on estimated %
Donations Received		Based on estimated %
Line of Credit		Used when costs begin
Cost of Campaign	30000	Based on amount of M
Initial Cost of Construction	3000000	Break ground at 75-80%

Received Donation Breakdown

Year Pledged	40%
2nd year	30%
3rd Year	20%
4th Year	10%

Campaign Goal				
				\$ 3,200,000
	2023	2024	2025	As of 12/31/25
\$	480,000	\$ 320,000		\$ 3,200,000
	15%	10%		
	90%	100%		
\$	752,000	\$ 592,000	\$ 272,000	\$ 3,056,000
\$	2,132,000	\$ 592,000	\$ 272,000	
\$	(3,000,000)	\$ -		\$ (3,000,000)
\$	(30,000)	\$ (5,000)		\$ (95,000)
\$	898,000	\$ (587,000)	\$ (288,000)	\$ 23,000
\$	-	\$ -	\$ (16,000)	\$ (16,000)

pledged per year
of each pledge donated
to outweigh total donations. Paid off as quickly as possible
like Steffe Campaign. Broken up over duration of campaign
% pledged amount. Duration of project should take less than a year to complete