



Attachment A

Board of Directors of the YMCA of South Florida, Inc.

Resumes of the

CEO – Sheryl Woods

CFO – Mark Russell

CSO – Danene Jaffe



**YMCA of South Florida
2017 Board of Directors**

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2017 Board of Directors**

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- * Officers
- * Advisory Board Chairs
- * At Large EC Member

Sheryl A. Woods

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PROFESSIONAL EXPERIENCE

SUMMARY OF QUALIFICATIONS

Fiscal Management
Visionary Leader
Operational Leadership
Multi-Level Thinker
Performance Driven / Accountability

Ability to Make Difficult Decisions
Strategic Thinker
Community Partnerships
Volunteer Development
Business Development

YMCA OF SOUTH FLORIDA

April 2015 – present

President/CEO (April 2015 – present)

- **Successfully merged two Y organizations**
- Serving over 500,000 children and families in Broward County and Miami Dade County
- Grew operating budget from \$30M to \$48M with merger of two Y's (April 2015)
- Integration of 2 Y's to become 26th largest Y in the country
- Coordinated efforts to drive efficiencies, leverage resources and assets, integrated strong volunteer structure and Board Members, expanded partnership opportunities, grew donor base, increased media exposure,
- Celebrating 100 Year Anniversary of YMCA in South Florida – Gala Event net proceeds = \$225,000

YMCA OF BROWARD COUNTY AND YMCA OF GREATER MIAMI

2014 – 2015

President/CEO (May 2014 – April 2015)

- **Serving as CEO of both Y's through merger to become YMCA of South Florida**
- Serving over 500,000 children and families in Broward County and Miami Dade County
- Managing combined operating budget of \$48M until merger of two Y's
- Created Strategic Volunteer Committee Structure to assess and vet merger – comprised of over 40 Board members and community leaders

YMCA OF BROWARD COUNTY

2005 – 2014

President/CEO (August 2007 – May 2014)

- Serving over 250,000 children and families in Broward County
- Grew operating budget from \$16M - \$30M
- Created Health Innovations Department - \$1M funding
- Developed innovative partnerships and collaborations with a variety of community entities: municipalities, school district, foundations, parks and recreation dept, universities, corporate leaders to grow business to \$30M

CAM # 17-0875

Exhibit 1

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Interim CEO (March 2007-August 2007) and Chief Operating Officer (October 2005-March 2007)

- Created organizational paradigm shift to focus on operation as a business model
- Grew operating budget from \$12M to \$16M
- Responsible for \$18M in revenue in new FY: \$5.5M in membership; \$5.5M in program; \$6M in grant dollars; \$500,000 in fundraising
- Created operating surplus of \$500,000 this FY vs. \$77,000 surplus in previous FY
- Created Home Mission Fund to provide financial support to outreach YMCA's
- Secured additional grant dollars of \$1.1M
- Increased annual fund raising giving / collections by \$100,000 over previous FY
- Expanded association volunteer board member participation from 6 members to 14 members within past 6 months.
- Established 7 active standing volunteer board committees
- Expanded and improved employee benefit plan to drive recruitment and retention of quality staff
- Secured bank loan of \$2.6M for capital renovations and expansion
- Revised Hollywood construction plans to include wellness center as priority project
- Opened outdoor swimming pool and new wellness center
- Redefined our business model, expanded community partnership
- Re-organized family center operations – established the Children's Advocacy Center
- Developed membership as a priority for the association – developed and initiated campaigns, marketing, staff training, resulting in growth of: \$1M and 2000 units
- Created Good to Great Project Team – comprised of key volunteers and staff from each center to create a vision and operating growth plan to function as one association
- Established Strategic Planning Committee which developed a 5 year plan to move the organization from \$16M to \$30M by 2012.
- Established Key Association Events to create awareness of the YMCA of Broward County: Annual Meeting (200 participants); PWY Campaign (150 participants); Family Center Events – Child Advocacy Breakfast (150 participants); Multi-cultural Achievers Gala (100 participants).
- Created Partnerships for Outreach Centers resulting in over \$100,000 of in-kind services and equipment (Kaboom Playground Project, T-Mobile, Basketball League)
- Developed staff goals and business plans related to performance objectives for each operation.

CENTRAL FLORIDA YMCA

1999 – 2005

Senior Vice President of Operations (2005)

- Supervised (7) seven family center operations with a combined operating budget of \$13+ M.
- Responsible for: \$9M in membership revenue; \$ 3M program revenue; \$ 650,000 annual scholarship revenue; 500 staff; 286,000 square footage of facility.
- Worked with (6) six strategic partners within 3 family center operations – Orange County Public Schools, City of Orlando, Orlando Regional Medical Center, Lake Nona Property Holdings, Inc.; Orange County Government; Winter Park Health Foundation.
- Created Strategic Planning Committee comprised of 25 key community leaders to determine future capital expansion and fundraising partnerships in Seminole County
- Served on operations team working with \$26M in association membership initiatives.
- Provided training and leadership to association staff in program development – sports / day camp.

District Vice President of Operations (2003 – 2005)

- Supervised (4) four family center operations with a combined operating budget of \$8M.
- Responsible for: \$ 6M in membership revenue; \$ 2M program revenue; \$ 500,000 annual scholarship revenue; 300 staff; 223,000 square footage of facility.
- Completed \$2.3M in capital expansion and renovations to existing family center.

District Executive Director (1999 – 2003)

- Supervised (3) three family center operations with a combined operating budget of \$ 4M.
- Opened New 130,000 square foot facility in partnership with Orange County Public Schools. YMCA and Elementary School are housed out of the same facility. Recognized with National Urban Land Institute Award in 2001 for maximizing physical resources and utilization of capital resources.
- Opened New 27,000 square foot facility in partnership with Orange County Government – Parks and Recreation. Located in a 425 acre park in Orange County.
- Merged with Winter Park Health Foundation by taking over 4 year old operations of 34,000 square foot wellness center.
- Accountable to (6) community partners in the operation and management of the three family centers.
- Created District Controller and District Development Director Staff Positions that became functional model for association staff structure.
- Responsible for marketing and communications for all new operations, hosted ground breaking, ribbon cutting, grand opening /dedication events; partnership recognition associated with the opening and operations of new centers.
- Responsible for the purchase of all capital and equipment; developed staff team structure related to the start up of the new facilities.
- Grew operating budgets in the 2 family centers from \$ 0 to \$ 2M in first year of operation.
- Partnered with Developer to construct \$650,000 outdoor swimming pool using HOA dues to fund project.
- Developed Volunteer Board of Managers at 3 family centers for supervision and fundraising efforts. From \$ 0 - \$150,000

YMCA OF GREATER OKLAHOMA CITY

1987 – 1999

District Executive Director (1995 – 1999)

- Directed flag ship center of the YMCA of Greater Oklahoma City while providing leadership and supervision to another family center operation for a combined operating budget of \$2 M
- Responsible for: \$ 1M in membership revenue; \$ 750,000 program revenue; \$ 150,000 annual scholarship revenue; 100 staff; 74,000 square feet of facility.
- Acquired Non-Profit Private Sailing Club and a provided sailing program to youth and adults. Responsible for purchase and liability of 15 sail boats, 2 safety boats, boat house, leadership to a volunteer advisory committee; \$30,000 fundraising accountability.
- Partnered with Oklahoma City Public School District to provide after school transportation and sailing program curriculum to Middle School teens.
- Collaborated with City Parks and Recreation to provide YMCA Programming

Executive Director (1991 – 1995)

- Directed family center operations with an operating budget of \$1M.
- Responsible for: \$ 500,000 in membership revenue; \$ 400,000 program revenue; \$60,000 annual scholarship revenue; leadership to 24 Volunteer Board of Managers, supervision of 40 staff; 35,000 square footage of facility.
- Completed \$200,000 renovation to facility – expansion of wellness center and multipurpose room.
- Secured \$70,000 of in-kind giving to improve facility

Membership / Physical Director (1987 – 1991)

- Directed membership, wellness, and sports departments in family center with an operating budget of \$ 750,000
- Grew membership base from 700 units to 1500; created retention programs for members; grew youth sports program from 250 participants to 1500 participants; and supervised 300 program volunteers.
- Developed University Internship Program and supervised approximately 35 university Interns to enhance programs and services to members. Created employment opportunities for college students.

UNIVERSITY OF CENTRAL OKLAHOMA

1990 – 1999

Adjunct Instructor

- Instructed senior-level college students in the Health, Physical Education, Recreation, and Dance Department. Taught classes in Program Design and Theory, Organization and Administration in Recreation, and Wellness and Positive Lifestyle curriculum.
- Assisted in placing university Interns in practical experience settings

Instructor

- Instructed in the Health, Physical Education, Recreation, and Dance Department. Instructed college students in professional degree program.
- Supervised and advised undergraduate students within degree program.

EDUCATION

Master of Science Degree, Physical Education – Sports Pedagogy. University of Idaho 1983.

Bachelor of Science Degree, Social Science – Idaho Teaching Certificate. University of Idaho 1982.

Mark A. Russell

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Work Experience

YMCA of South Florida, Fort Lauderdale, Florida
May 2014 - Present

Chief Financial Officer

- Manage a Association Budget of \$52,000,000 with 1,600 employees.
- Development of new Family Centers that will total over 130,000 square feet in four communities in South Florida.
- Worked with the Board of Directors of the Broward County and Miami / Dade County to merge the two Associations into the YMCA of South Florida.. The merger positions the YMCA South Florida as the 28th largest YMCA in the USA. The merger required approval from over 29 partners, banks, government agencies and vendors. The merger was achieved in less than twelve months.
- Developed and improved facility planning process for the projects in South Florida. A project planning matrix has been vetted and approved by the Association Board and Committees. The plan prioritizes projects based on finances, community needs, capital required, leadership and longer tem impact.
- Integrated the Human Resources of the two Associations, including personnel policies, retirement, health insurance, pay rates, titles, training and risk management into a consolidated personnel system effective prior to the merger.
- Integrated the Information Technology systems in a single platform for accounting, finance, operations, email, website subsequent to the merger.
- Lead 38 Volunteers with the Property, Development & Construction and Information Technology Committees, prepared and presented materials for monthly Committee review and approval for fiduciary and regulatory compliance.

YMCA of Central Florida, Orlando, Florida
June 1996 - May 2014

Chief Financial Officer

- Transformed finances with the implementation of a Treasury Function, from an organization that was financially unstable and bouncing bi-weekly payroll to one consistently that achieved consistent financial stability.
- Developed and improved banking relationships established the confidence with the banks, the board and the staff, resulting in a total of \$70,940,000 of Tax Exempt Financing, prepared the projections, IDA Applications, proposals and working with legal teams, governmental agencies, committees and the Board of Directors.
- Launched and developed a strategic partnership with Walt Disney World for two Child Development Centers of 50,000 square feet serving 640 children daily.
- Led and supervised a team that resulted in 429,000 square feet of expansion and renovations totaling \$86,261,000 of construction by working with architects, contractors, donors, and grantors to expand 18 YMCA Family Centers.
- Achieved and managed government grants with both local and state agencies resulting in over \$30,000,000 of funding for youth programs and capital projects.
- Led 36 Volunteers with the Finance, Audit, Development & Construction and Executive Compensation Committees, prepared and presented materials for monthly Committee review and approval for fiduciary and regulatory compliance.
- Directed and spearheaded the Annual Scholarship Fund Raising Campaigns during, 1997, 1998, and 2013 for a total of \$5,897,000 raised during these three years.
- Donor relations prepared professional annual reports and presentations for the million dollar donors, to thank and effectively communicate the quantifiable and social impact of the donation on the community.



YMCA of San Diego County, San Diego, CA

Controller

- Main duty the financial reporting and analysis for a \$65M organization that was the 5th largest YMCA in the Country and one of the strongest financial YMCA's in the country.
- Lead a team of ten accountants preparing the daily accounting and finances.
- Prepare the annual budget of 17 YMCA branches and the consolidated budget of the Association.
- Complete the external audit annually resulting in clean audits with no reportable conditions.
- Developed and improved controls of cash and assets.
- Provide the reports for government Contracts to the State of California.
- Part of the senior team, who selected and implemented a new software system for the Association.
- Worked with the operational Executive Directors on the ROI of investment decisions.

Malloy & Associates, San Diego, CA

Audit Manager

Local CPA Firm. Performing compilations, reviews, audits, tax preparations for closely held companies and individuals. Audits used by Banks, Bonding Agencies, and Investors. Industry experience:

- General Contractors
- Sub Contractors - Electrical, Mechanical, Site Work, Drywall, Paint, Roofing, Flooring
- Non-Profit Agencies
- Restaurants
- Construction Suppliers
- Bonding Agencies

Coopers & Lybrand, San Diego, CA

Audit Supervisor

Performed annual audits, management reports and reports in internal controls for use by shareholders, banks, public sector, board of directors and investors for a variety of industries:

- Banks, Savings & Loans
- Non-Profit Organizations
- Government Agencies
- Geothermal Energy Plants
- Home Goods Manufacturing
- General Contractors
- San Diego Padres Baseball Team

Also worked in the Tax Department for two tax seasons preparing individual, corporate, and partnership tax returns.

Becker CPA Review Course, San Diego, CA

Lead Instructor

Lead Instructor of a team of eight Professional CPA's, preparing a class of 150 students for the semi-annual CPA Exam. During the ten years as the Lead Instructor over 1,600 students passed the CPA Exam, which was two of three CPA's in San Diego. I was rated, by the students, as the Top Instructor in the County five times, there were over 600 instructors rated. Also, responsible for marketing the program at college campuses throughout Southern California.



Education

San Diego State University, B.S. Business Administration
CPA, California (lapsed)
CMA (lapsed)

Skills and Interests

- Oracle E-Business Suites - Proficient
- Microsoft Excel, Word, and PowerPoint - Proficient
- Public Speaking - Colleges, Community Agencies, State of Florida Finance Committee, Board Meetings
- Avid marathoner and triathlete - completed 35 marathons and 40 triathlons from 2007-2016

DANENE JAFFE

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SENIOR EXECUTIVE

Driven and dynamic leader who is skilled at setting vision, identifying and implementing strategies to build brands and businesses while creating and empowering high-performing teams. Focused on increasing enterprise value by gaining organizational buy-in on key priorities that achieve long-term goals.

EXPERIENCED IN THE FOLLOWING AREAS

- **Strategic Thinker**
 - Annual Strategic Planning
 - Product/ Business Extension Roadmapping
 - Competitive Analysis
- **New Business Creator**
 - Partnership Management
 - Creative Problem Solving
 - Brand Revitalization and Optimization
- **Communication & Training Leader**
 - Communication Planning and Implementation
 - Leading Core, Extended and Collaborative Team Training

PROFESSIONAL EXPERIENCE

- YMCA of SOUTH FLORIDA**, Fort Lauderdale, FL 2016 – Present
Non-profit focused on Healthy Living, Youth Development and Social Responsibility.
Chief Strategy Officer
- TERVIS TUMBLER**, North Venice, FL 2013 – 2016
Third generation marketer and retailer of double-wall insulated drinkware that enables personal expression.
Chief Marketing and Strategy Officer
Vice President, Brand Development and Marketing Strategy
- JARDEN CONSUMER SOLUTIONS (formerly Sunbeam Products Inc.)**, Boca Raton, FL 1996 – 2013
Fortune 500, consumer products company recently acquired by Newell Rubbermaid.
Vice President, New Business Development – Transformational Innovation Group
Vice President, Innovation Development – New Sources of Growth SBU
Vice President, Marketing and New Product Development – Outdoor Cooking SBU
Senior Director New Product Development – Appliance SBU
- SUNGLASS HUT INTERNATIONAL** Miami, FL 1996
Director of Marketing
- LAURA ASHLEY (NORTH AMERICA)** Boston, MA 1993- 1995
Director of Marketing
- THE GILLETTE COMPANY** (purchased by Proctor & Gamble), Boston, MA 1984-1993
Senior Product Manager
Product Manager
Field Sales Rep
Associate Product Manager
Assistant Product Manager
- GENERAL FOODS CORPORATION** (brands acquired by Kraft Foods), White Plains, NY 1980 - 1982
Assistant Promotions Manager

EDUCATION

BOSTON UNIVERSITY, Boston, MA
Masters in Business Administration - President of Graduating Class

NORTHEASTERN UNIVERSITY, Boston, MA
Bachelor of Science in Marketing – Dean’s List