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THE Y IN CENTRAL MARYLAND  
ANNE ARUNDEL COUNTY • BALTIMORE CITY • BALTIMORE COUNTY • CARROLL COUNTY • HARFORD COUNTY • HOWARD COUNTY

November 10, 2022

Dear Colleagues,

Today we are announcing a restructuring of part of our operations and shared services functions. This is occurring as a result of several factors, including the need to better align our structure with our new strategic plan, the fact that our revenues have not yet returned to the levels that we had anticipated, and the imperative that we return to a sustainable financial condition.

Effective immediately, our Y Family Centers will move to a more centralized model for program/service development and delivery as well as for membership sales. This change is designed to improve the consistency of the member experience while also making us more efficient in the areas of hiring and deploying associates, the design, roll-out and scheduling of programs, and our effectiveness in closing new member sales. As such, EJ Amyot (VP, Y Family Center Experience) will lead a team of Senior Directors overseeing Family & Youth Programming, Swim, Fitness, Youth Sports, and Teen Programs. Additionally, membership sales will also be centralized, and report to Scott Forster (Senior Executive Director, Sales).

While we are centralizing the core program/service delivery model in our Y Family Centers, it remains essential that we have superior leadership in each of those centers, ensuring that we are engaging proactively with the community in which we operate and always focused on having a growing, thriving and inclusive membership experience. That work will be led by three Senior Executive Directors, Dawn Chrystal-Wolfe, Ashley Funk and Matt Lewis, all of whom will manage and be physically located in one of our Y Family Centers while having leadership responsibility for multiple Ys. Each Y Family Center will continue to be led by an Executive Director, with support of an Operations Director, both of whom will work closely with the leaders of the program/service development and delivery team to ensure an exceptional membership experience in their Ys.

Additionally, Ikeia Prince (Senior Executive Director, Youth Development) will now have responsibility for both Before & After School Enrichment and Preschool.

EJ Amyot, Scott Forster, Dawn Chrystal-Wolfe, Ashley Funk, Matt Lewis and Ikeia Prince will all report to Dana Ashley (SVP, Operations).

We are also restructuring our property management, risk management and analytics functions. We will not be backfilling the VP, Property Management role occupied by Rob Gray, who recently accepted the CEO role for the Bath Area Family Y. Danny Defebo (Senior Executive Director, Property Management) will now report directly to Sherrie Rovnan (Chief Financial & Administrative Officer), with the remainder of the property team remaining as is. Rafaella Cuff (Senior Executive Director, Market and Operational Analysis), reporting to Sherrie, will assume sole responsibility for our organization's analysis work. Finally, we have decided not to run Camp Spencer next summer, which will help to improve our financial situation.

**A charitable, cause-driven organization working for community well-being.**  
**The Y.™ For a better us.**

While a number of positions have been eliminated or resized to reflect a narrower job scope, we hope and anticipate that many of the excellent associates in those positions will choose to move into one of the many full-time direct-service roles that are open.

I want to personally thank two long-standing and outstanding Y leaders, Diana Beeson and Ryan Trexler, who have decided to leave and pursue other ventures. Diana (19 years of service) and Ryan (27 years of service) have both held numerous roles in our Y over their tenures, and both have contributed mightily to so much of our success and impact. They will be missed.

Our membership and youth development enrollments are recovering from their pandemic levels, but that is occurring at a slower pace than we had anticipated. Working with our board, we must continue to be good stewards of the financial health of this organization, as it's our duty to ensure that there's a vibrant Y in this community for decades to come. We're confident there will be, but to do so, we have to take these actions now.

I appreciate that this level of change may be unsettling to many. These are uniquely challenging times, which require uniquely innovative solutions. I want to thank everyone who serves this community through the work we all do here at the Y. We've been through a good deal together; mostly happy times, but certainly some very difficult times as well. We will continue to remain focused on our mission, values and the exciting new strategy we've put in place as we move forward.

All the best,

A handwritten signature in dark ink, appearing to read 'JH', is positioned above the printed name and title of the sender.

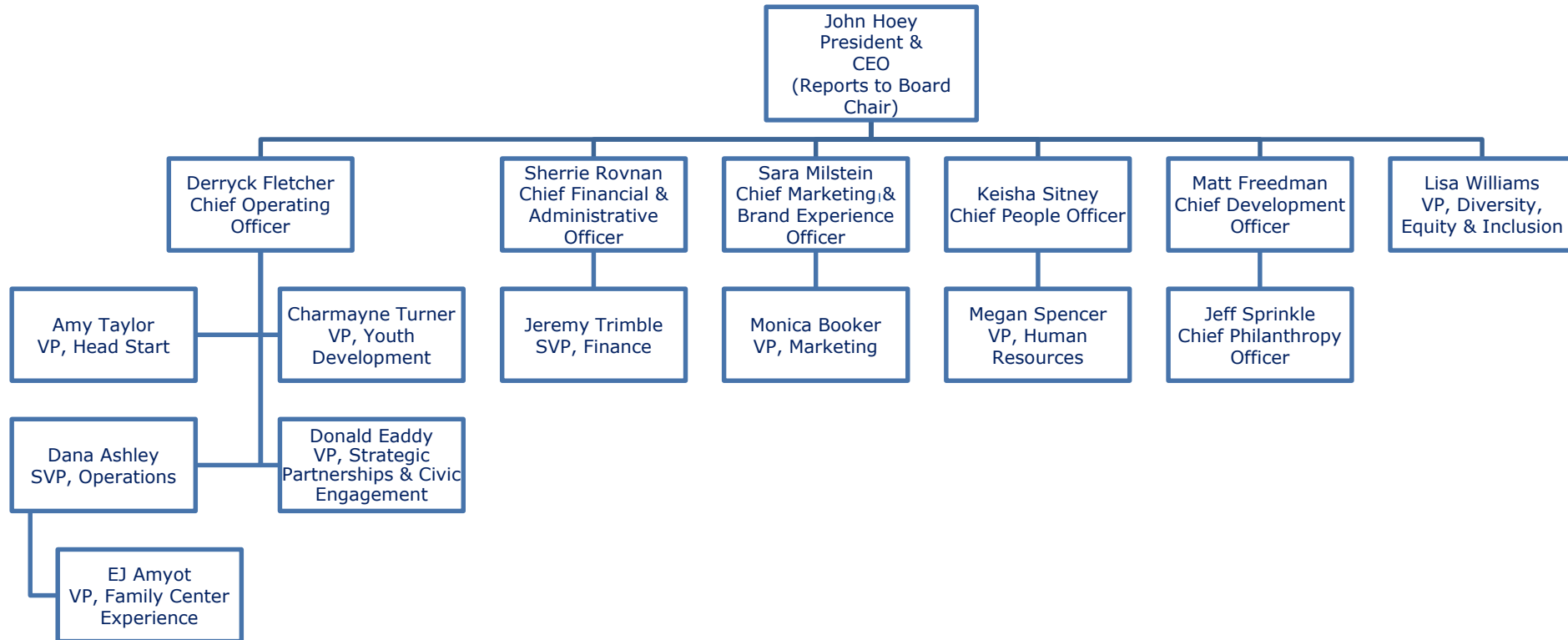
John K. Hoey  
President & CEO

P.S. Attached are updated high-level organization charts for the areas that have been impacted.



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# Y Executive Leadership Team November 2022

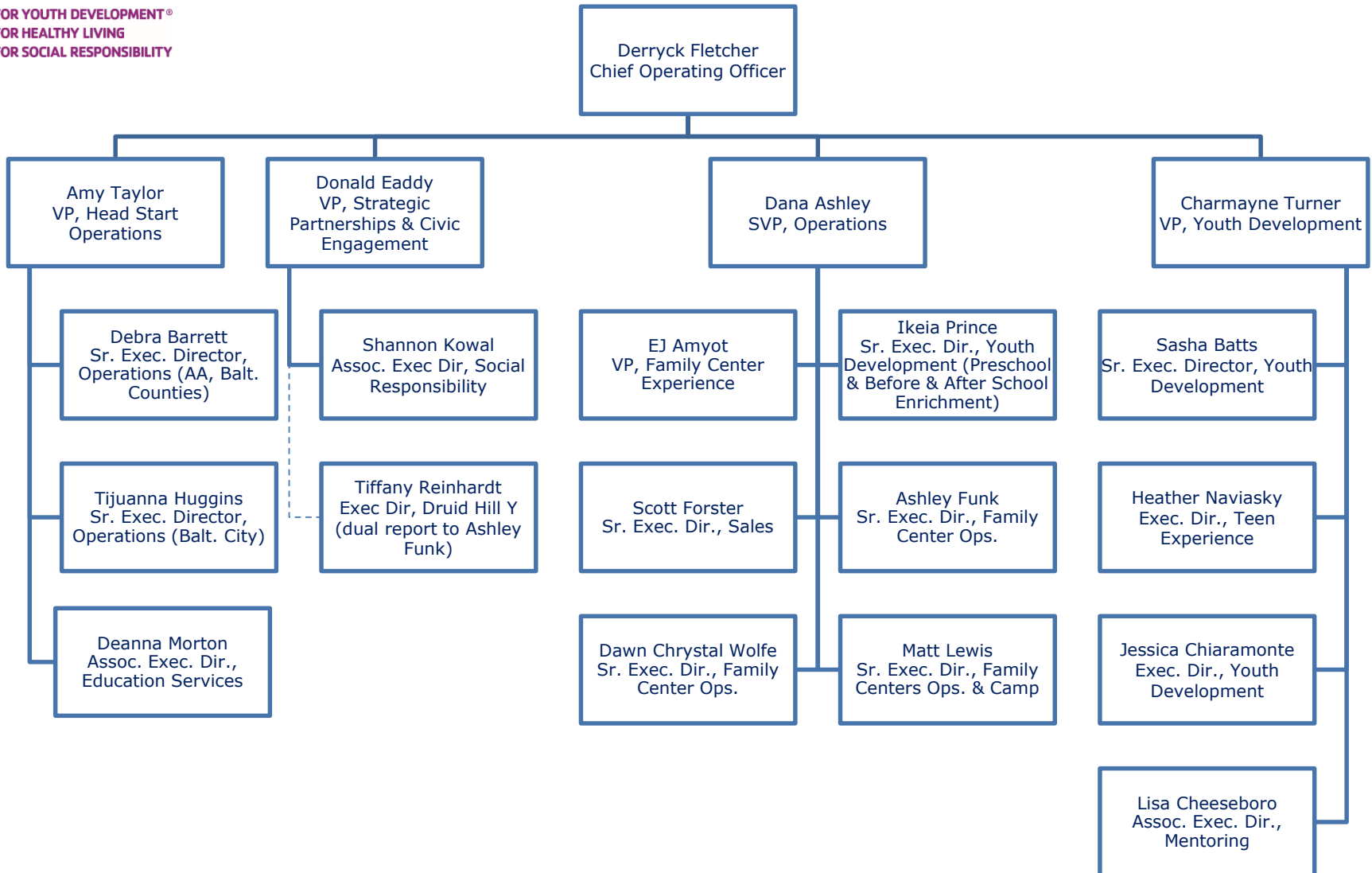


Note: This chart depicts all VP & above level Y leaders



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# Operations Senior Leadership Team November 2022

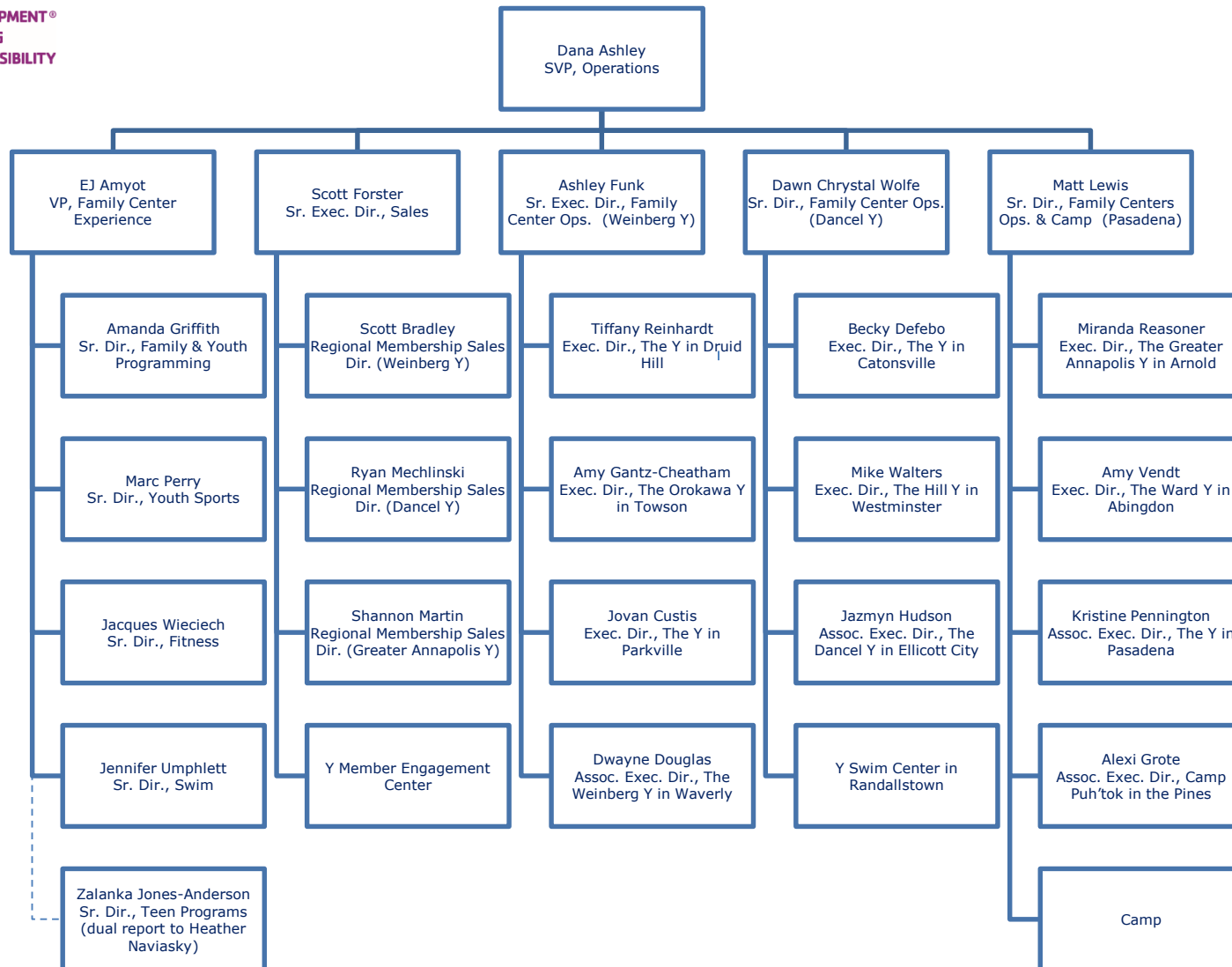




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# Y Family Centers Leadership Team

## November 2022





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# Y Family Centers Operations Team

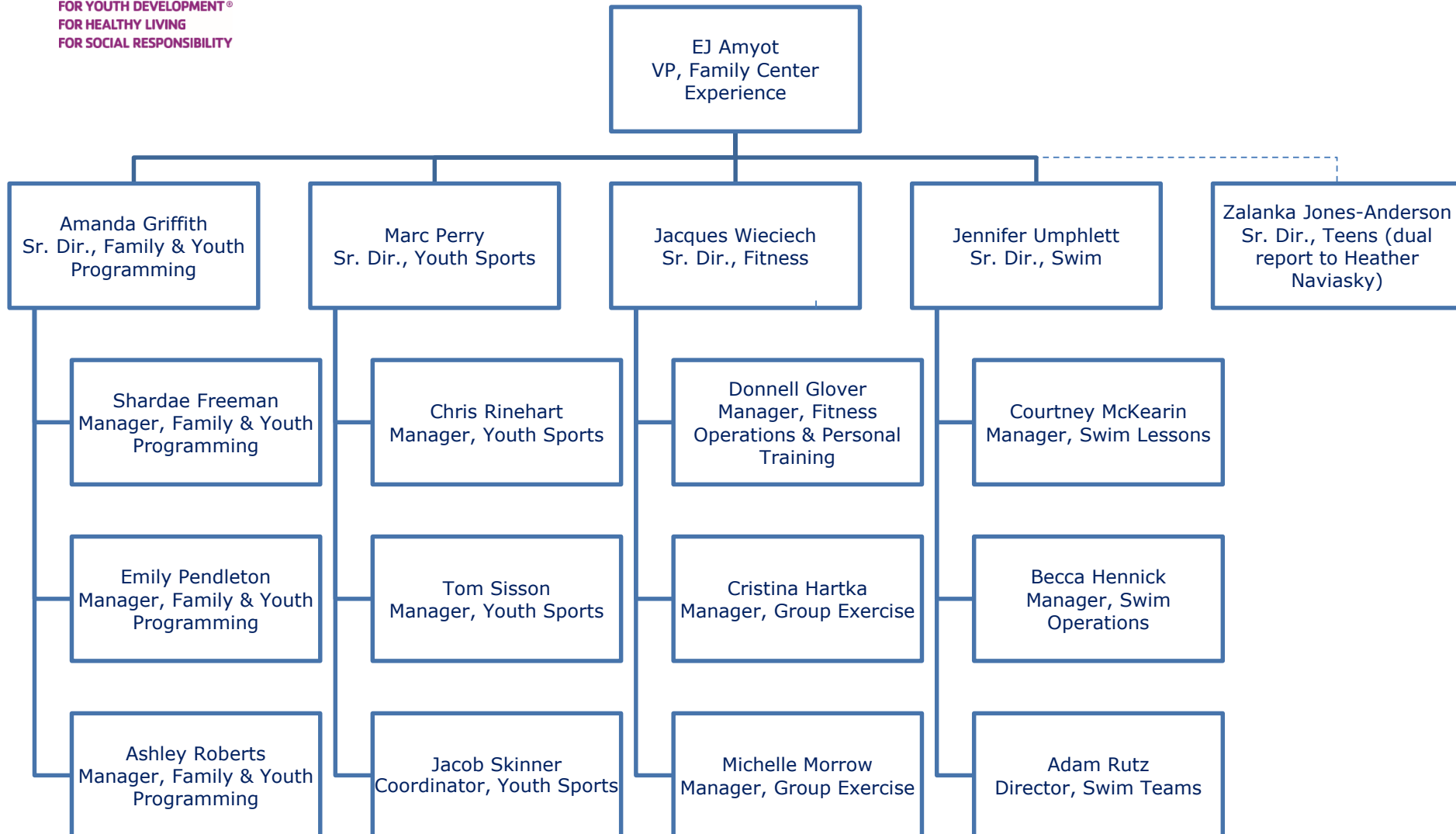
## November 2022

|                                                                                             |                                                                                        |                                         |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------|
| Ashley Funk<br>Sr. Exec. Dir., Family<br>Center Ops.<br>(Weinberg Y in Waverly)             | Tiffany Reinhardt<br>Exec. Dir., The Y in Druid Hill                                   | Lindsay Meyers<br>Operations Dir.       |
|                                                                                             | Amy Gantz-Cheatham<br>Exec. Dir., The Orokawa Y in Towson                              | Celeste Holthaus<br>Operations Dir.     |
|                                                                                             | Jovan Custis<br>Exec. Dir., The Y in Parkville                                         | Deandre Shearin<br>Operations Dir.      |
|                                                                                             | Dwayne Douglas<br>Assoc. Exec. Dir., The Weinberg Y in Waverly                         | Alexis Perkins<br>Operations Mgr.       |
| Dawn Chrystal Wolfe<br>Sr. Exec. Dir., Family<br>Center Ops.<br>(Dancel Y in Ellicott City) | Becky Defebo<br>Exec. Dir., The Y in Catonsville                                       | Kathleen Murphy Daly<br>Operations Dir. |
|                                                                                             | Mike Walters<br>Exec. Dir., The Hill Y in Westminster<br>Y Swim Center in Randallstown | Karen Farley<br>Operations Dir.         |
|                                                                                             | Kim Capone<br>Operations Dir.                                                          |                                         |
|                                                                                             | Jazmyn Hudson<br>Assoc. Exec. Dir., The Dancel Y in Ellicott City                      | Jeremy Kirkpatrick<br>Operations Mgr.   |
| Matt Lewis<br>Sr. Exec. Dir., Family<br>Centers Ops. & Camp<br>(The Y in Pasadena)          | Miranda Reasoner<br>Exec. Dir., The Greater Annapolis Y in Arnold                      | Emily Hutton<br>Operations Dir.         |
|                                                                                             | Amy Vendt<br>Exec. Dir., The Ward Y in Abingdon                                        | Eugene Floyd<br>Operations Dir.         |
|                                                                                             | Kristine Pennington<br>Assoc. Exec. Dir., The Y in Pasadena                            | Renee Williams<br>Operations Mgr.       |
|                                                                                             | Alexi Grote<br>Assoc. Exec. Dir., Camp Puh'tok in the Pines                            |                                         |



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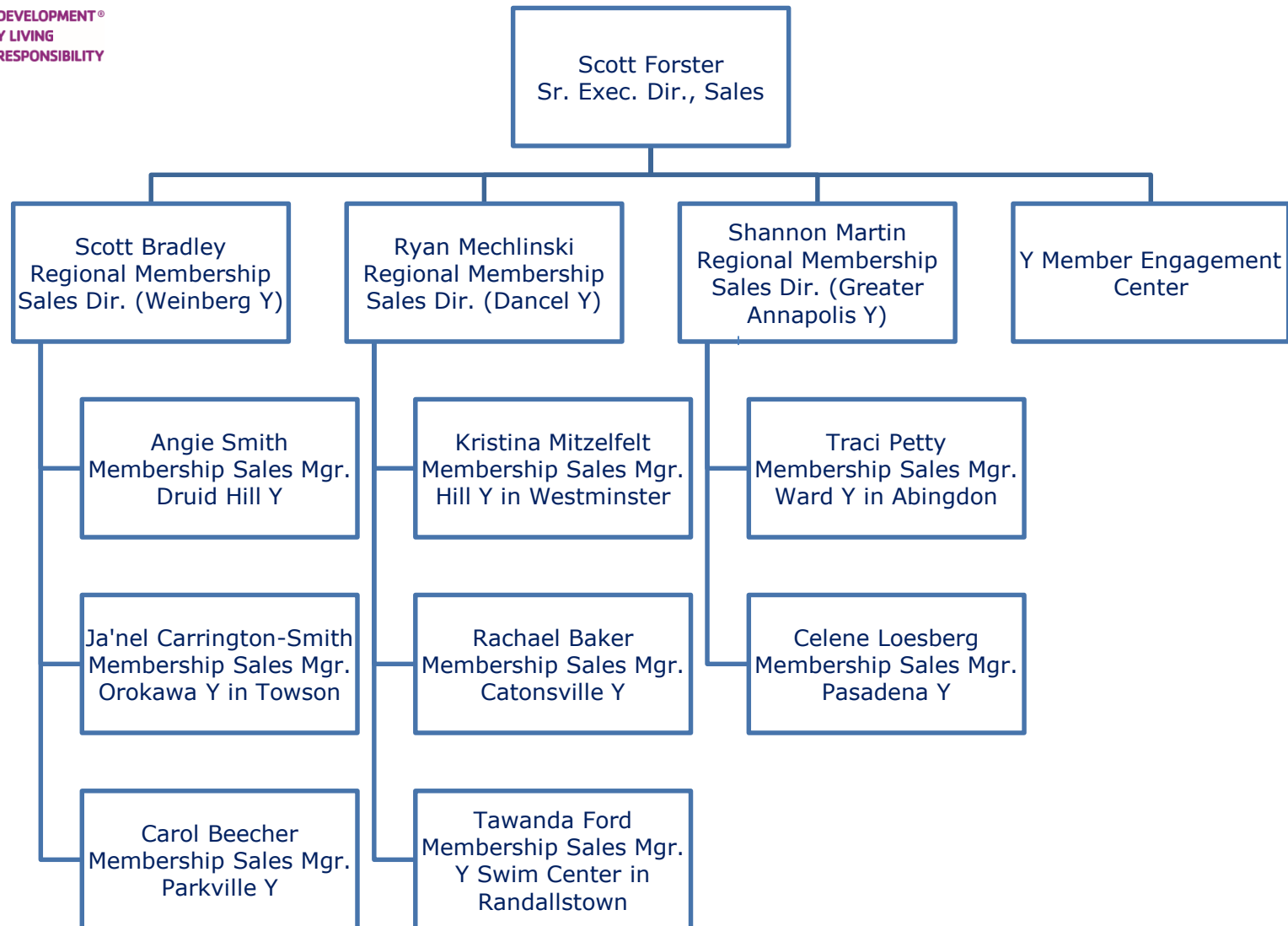
# Y Family Centers Experience Team November 2022





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# Y Family Centers Membership Sales Team November 2022





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# Financial & Administrative Team November 2022

