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2012 ANNUAL REPORT ••• YMCA OF METROPOLITAN MILWAUKEE

In his book, How Children Succeed: Grit, Curiosity, and the Hidden Power of Character, author Paul Tough argues, citing myriad research sources, that character is more important to a child's success than intelligence.

Tough states that character does not magically appear and that it is not based on luck or genetics. Character strengths, he says, "are molded, in measurable and predictable ways, by the environment in which children grow up. That means the rest of us – society as a whole – can do an enormous amount to influence their development in children."

The Y builds character every day. Not only in children, but in adults, families and communities throughout metropolitan Milwaukee. A strong community can only be achieved when we invest in our children, our health and our neighbors, and 2012 featured wonderful qualitative and quantifiable examples of the Y's positive impact in Milwaukee.

From launching a new summer day camp to help address the problem of summer learning loss for children in the central city, to celebrating the 10th anniversary of our Young Leaders Academy charter school, character development has always been at the heart of the Y's focus.

And as health care costs continue to soar, the importance of healthy living only becomes more critical. To specifically address increased costs associated with type 2 diabetes, the Y expanded its YMCA Diabetes Prevention Program last year with UnitedHealthcare to help even more people lose weight and adopt a healthy lifestyle.

Another place where the Y is making a healthy difference is in the workplace. Increased health care costs can be attributed to modifiable health risks such as poor diet and lack of exercise. Workplace Wellness partners and program offerings continued to grow in 2012, helping thousands of employees in the community live healthier.

Incredible accomplishments were achieved within our walls and across our communities throughout the year by thousands of members, guests, employees and volunteers. We know, however, that the Y would not be the successful, cause-driven organization it is today without the tremendous support of our neighbors and friends.

The generosity of others is at the core of the Y's existence as a nonprofit, and it is only through the support of our hundreds of thousands of volunteers and public and private donors that we are able to help make sure everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive.

Tough states near the end of his book that while parents play a vital role in character development, the argument can continue as to whether additional help "should be provided by the government or nonprofit organizations or religious institutions or a combination of the three." Where there is no argument, he says, is that there are plenty of opportunities for everyone to have a positive impact.

Character development is alive and well at the Y for everyone, regardless of age, or background, and we hope that fact is evident as you read through our 2012 annual report.

Bob Yamachika

Bob Yamachika
President and Chief Executive Officer



Bob Venable
Chairman of the Board



97,229 MEMBERS 27,915 UNDER AGE 18 17,803 COMMUNITY PARTICIPANTS 4 COUNTIES 9 CENTERS 2 OVERNIGHT CAMPS 1 CHARTER SCHOOL 3 EARLY CHILDHOOD EDUCATION CENTERS 31 AFTER-SCHOOL SITES 300+ COMMUNITY EVENTS

Anyone can measure people, places and things. What we do goes beyond that. To happiness. Friendliness. Character. Goodness. Pride and self-confidence. We're finding the qualitative in our quantitative.

And the numbers speak for themselves.

LEARNING

OUR PROGRAMS FOR CHILDREN REACH WELL BEYOND CHILDHOOD. WE ARE PLANTING SEEDS FOR THE FUTURE. HELPING CHILDREN AND TEENS BUILD THEIR SELF-CONFIDENCE, INCREASE THEIR SKILL SETS, AND BROADEN THEIR HORIZONS. FROM TEACHING KIDS HOW TO SWIM – TO OUR CHARTER SCHOOL – TO DAY CAMPS AIMED AT DECREASING SUMMER LEARNING LOSS – THE Y PROVIDES VITAL PROGRAMS NEEDED FOR YOUTH TO LEARN, GROW AND THRIVE.

YMCA YOUNG LEADERS ACADEMY Charter School Empowering our urban youth is one of the most

significant responsibilities we assume at the Y. Every year, the YMCA Young Leaders Academy (YLA) charter school gives hundreds of boys and girls throughout Milwaukee a first-class education. With an innovative curriculum focused on developing leadership, discipline and teamwork, we prepare our students for high school and beyond. Last year, we were proud to celebrate 10 years of hard work, excellent test scores and solid academic achievement.

506 kids in grades K4 – 8 were enrolled in the YMCA Young Leaders Academy charter school, located at our Northside YMCA campus

Those 506 kids are college bound, character strong!

10 years of academic excellence were celebrated in November

A decade of commitment to urban families

\$345,080 was raised by roughly 330 people at the 10th Anniversary event On average, we raised over \$1,000 per person!

On average, our Y spends more than \$12 million each year on a host of education-focused programs that serve youth around the community. Those programs, including Early Childhood Education, Before/After School Care, Summer Day Camp, YMCA Young Leaders Academy (YLA), Y Emerging Leaders, Sponsor-A-Scholar and Black Achievers, have proven extremely successful.

Camp FLY

During the summer of 2012, we introduced a new Day Camp to help address summer learning loss for children in the central city. With the support of Wells Fargo, Camp FLY (Fun Learning for Youth) launched, serving 420 campers from low-income families at our Urban Campus locations (Northside, Parklawn and John C. Cudahy). Enrollment increased 125% from the previous year! Campers were tested in reading and math at the beginning and end of our program. Of those tested, 80% of our campers were able to sustain or gain in their math skills and 73% were able to sustain or gain in their reading skills.



The Y offers a Swim School program to several urban schools in the Northside YMCA community to improve students' self-confidence in and around water, reduce their fear, and increase awareness of danger. Last year, we taught 400 urban children how to swim and be safe in water.

Approximately 9,000 children participate in our swim programs each year, learning the life-saving, life-long skill of swimming.



EVERY SINGLE CHILD WHO KNOWS HOW TO SWIM MAKES A DIFFERENCE.

In the U.S., drowning is the second leading cause 20% of these drownings occur in public pools that have certified lifequards on duty.

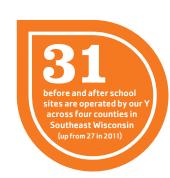
GROWING EXPONENTIALLY

When you're growing up, it helps to have someone to look up to – and the YMCA Young Leaders Academy (YLA) provides that and more.

Outstanding pupils and peer leaders at YLA are given leadership roles, illustrating to younger children the rewards of working hard and having strong character.

THE Y HELPS PEOPLE OF ALL AGES LEARN, GROW AND THRIVE – WITH PARTICULAR EMPHASIS ON THE YOUNGEST MEMBERS OF OUR COMMUNITY. WE HELP PROVIDE KIDS WITH THE NUTRITION THEY NEED TO GROW STRONG AND TALL THROUGH OUR SUMMER FOOD PROGRAM. OUR CAMPS

AND EDUCATIONAL PROGRAMS OFFER KIDS MENTAL STIMULATION, SOCIAL ENGAGEMENT AND EMOTIONAL SUPPORT. WE ENSURE THAT THE CHILDREN IN OUR COMMUNITY AREN'T JUST GROWING OLDER, BUT GROWING WISER. AND HAPPIER.



Before- and After-School Care

Y School Age Before- and After-School programs provide kindergartners through middle schoolers with a safe place to go before and after school. Kids enrolled in Before- and After-School programs get help with homework, play sports and games, create art projects, and learn to explore and



1,379 students were served in our Before- and After-School programs: an increase from 987 in 2011

That's a 40% increase in ONE year!

97,173 free meals were served to children through a Summer Food Program at our Urban Campus centers last year

For many, this was the only healthy sustenance they received all day

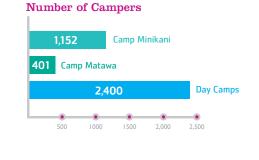
In 2012, our Y Day Camps enrolled 2,400 individual campers

That's a perfect SAT score full of kids, full of fun!

Our YMCA Camps provide experiences and memories that last a lifetime. Kids return each year to build skills, make friends and have fun.

Overnight summer camp at YMCA Camp Minikani and YMCA Camp Matawa helps kids become confident and independent. Accredited by the American Camping Association, our camps strengthen kids' leadership skills, give them opportunities to handle new responsibilities, and provide fantastic adventures in the great outdoors.

Y Day Camp, licensed by the State of Wisconsin, provides a safe and healthy environment for meeting children's physical and social/emotional needs. In 2012, a new Day Camp program, Camp FLY (Fun Learning for Youth) was launched with the support of Wells Fargo to help prevent summer learning loss in children ages 4 to 15.







XXXXX

Early Childhood Education Centers

290 kids ages 6 weeks to 5 years were enrolled in the Y's full-day, state-licensed Early Childhood Education program. Each of the three Early Childhood Education centers (Northside, John C. Cudahy, and Dunwood) surpass State of Wisconsin Licensing Standards and are NAC Accredited Child Care Centers. Additionally, all three locations are 5-star Young Star rated, the highest rating possible.



5,000

Nearly 5,000 people attended more than 300 free, family-strengthening events. Strong kids, strong families: we're still strong believers.



The Miracle League of Milwaukee grew to nearly 200 participants, including players and volunteers – growing 65% from the previous year. The baseball league's custom-designed, universally-accessible Miracle Field is located at our John C. Cudahy YMCA in northwestern Milwaukee.

LEADING



Youth Leadership Academy (Emerging Leaders) provides a foundation for African-American males in grades 1-6 to build positive selfconcepts and leadership skills. Emerging Leaders has graduated more than 2,500 youth members over the past 25 years. Programming emphasizes social development, honesty, responsibility and academic achievement, as well as prevention of risky behaviors.

WE KNOW THE IMPORTANCE OF SERVING AS A LEADER IN THE METROPOLITAN MILWAUKEE AREA. **WE'VE BEEN ADAPTING TO MEET THE CHALLENGES** OF OUR COMMUNITY FOR MORE THAN 154 YEARS. TODAY, THE NEED IS GREATER THAN EVER – WITH SIGNIFICANT EFFORTS REQUIRED TO BRIDGE THE **EDUCATIONAL GAP WITHIN OUR INNER CITY, AS WELL AS OFFERING PROGRAMS THAT HELP ADDRESS** THE SERIOUS HEALTH CRISIS IN AMERICA.



Sponsor-A-Scholar

Sponsor-A-Scholar is a college readiness program that links promising, motivated students from six high-need Milwaukee Public high schools with long-term mentors, financial sponsors and precollege activities. Since its inception in 1996, the program boasts:

- 99% high school graduation rate
- 96% post-secondary enrollment rate for graduates
- 540+ high school graduates
- 440+ mentors matched
- 140+ degrees earned



Black Achievers

Black Achievers pairs high school students with professionals in the Milwaukee community who serve as role models and who foster personal, educational and professional growth among the teens to help them set and attain high educational and career goals. Last year:

- 26 Adult Black Achievers contributed over 4,461 hours to the program
- 157 students participated
- 40 seniors were part of the program
- 100% of the seniors graduated from high school
- 100% went on to attend a 2- or 4-year college or enlist in the armed services

More than 117 businesses and 875 adult community leaders have participated in the Black Achievers program since it was founded in 1982.



2012 YMCA National Gymnastics Championships Held in Milwaukee from June 29 – July 2, nearly 1,700 gymnasts, from 26 states, along with their families, attended the four-day event, bringing an estimated \$4 million in economic impact to the community. 1,675 GYMNASTS BETWEEN THE AGES OF 6 – 18 AN ESTIMATED 3,500 FAMILY MEMBERS & FRIENDS CAME, TOO 75% OF Ys WITH GYMNASTICS PROGRAMS PARTICIPATED ── GYMNASTS HAILED FROM 26 STATES 440 VOLUNTEERS SERVED 2,789 HOURS OVER FIVE DAYS 4 FULL GYMS - 3 GIRLS GYMS AND 1 BOYS → 5 SEMI LOADS OF EQUIPMENT, WEIGHING AN ASTOUNDING 25,000 LBS We are extremely grateful for the support we received from numerous sponsors, including our lead sponsor, Midwest Orthopedic Speciality Hospital in partnership with Wheaton Franciscan Healthcare – along with



the University of Wisconsin-Whitewater

SC Johnson, Promolux, Inc., GO Riteway Transportation Group, Catholic Financial Life, Cousins Subs and

Each and every student in our mentoring programs graduated from high school in 2012. AND nearly all of them continued on to post-secondary education or the military. We're very, very, very proud of them.

Well City Milwaukee

A collaboration led by the City of Milwaukee, Greater Milwaukee Committee, Metropolitan Milwaukee Association of Commerce, YMCA of Metropolitan Milwaukee and the Wellness Council of Wisconsin – Well City Milwaukee is an initiative that combines the need for a healthy workforce with employers motivated to help make it happen. These employers participated in mentoring meetings, attended the Wellness Council of Wisconsin's conference, and applauded their efforts at the annual Well City celebration event.

125,000 employees collectively work for the 62 employers comprising the 2012 Well City Milwaukee

Those estimated employees are equal to 21% of the entire population of the City of Milwaukee!



LIVING

IT'S NOT JUST ABOUT LIVING — IT'S ABOUT LIVING BETTER, LOSING WEIGHT AND GAINING CONFIDENCE. INCREASING ACTIVITY AND DECREASING UNHEALTHY BEHAVIORS. AT THE Y, WE KNOW PEOPLE WANT TO GET HEALTHIER, BUT NEED SUPPORT. AND ENCOURAGEMENT. THAT'S WHY WE OFFER PROGRAMS AND CLASSES TO ADDRESS SOME OF OUR COMMUNITY'S MOST CRITICAL HEALTH CONCERNS.

In Milwaukee County, roughly one in three adults – approximately 241,000 people – have prediabetes, meaning they are at grave risk of developing type 2 diabetes. However, studies find more than 90% of those with prediabetes are not aware of it. •.

The YMCA's Diabetes Prevention program cuts the chances of developing type 2 diabetes by more than half.

MORE THAN 1/3 OF SAMERICAN ADULTS ARE OBESE MIN More than double the amount 30 years ago.

ANOTHER
1/3 ARE
OVERWEIGHT

NEARLY 20% OF
AMERICAN CHILDREN
ARE OBESE

YMCA's Diabetes Prevention Program

To help individuals avoid or delay the onset of type 2 diabetes, we teamed up with UnitedHealthcare to offer the YMCA's Diabetes Prevention Program to the Milwaukee community. The 12-month lifestyle behavior intervention program has 16 core sessions, followed by monthly maintenance sessions, designed especially for people at high risk of developing this devastating disease.

\$1.2 billion in costs are associated with the impact of type 2 diabetes in Milwaukee County alone

It's not just the physical and emotional impact, but the economic impact as well. The YMCA's Diabetes Prevention Program is making strides to lessen the occurrence of this lifestyle-induced disease

600 companies are enrolled in our Workplace Wellness program

9,778 employees live healthier because of it!

2,582 members participated in the Wellness Challenge Series last year

The four unique challenges—Idle Ironman, Summer Shape Up, Fall Into Fitness and Holiday Trimmings are designed to motivate, educate and encourage participants to achieve their health and wellness goals

60 cancer survivors took part in our LIVE**STRONG** at the YMCA program

We support them as they recover mentally, emotionally and physically

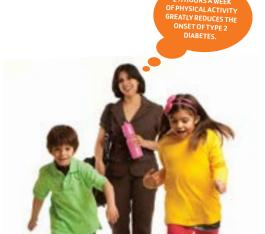


25%
of health care costs incurred by working adults are attributed to modifiable health risks such as poor diet and lack of exercise

Workplace Wellness

Our Workplace Wellness program works to pave the way in making Milwaukee's workforce healthier by offering membership incentives, Lunch-n-Learns, safety trainings and cooking demos to company partners. Workplace Wellness supports hundreds of companies – and thousands of employees. In 2012, 25% of our Workplace Wellness companies offered a membership subsidy as part of their program. We provide matching dollars as well, so that employees reap the rewards of better health – and a cost savings, too!









LOVING

\$280,370 in camp scholarships were awarded, giving as many children as possible the chance to attend camp

Confidence, skills and memories were also reaped

4.286 volunteers offered more than 51.807 hours of service

An average of about 12 hours per person

350 children with special needs participated in programs designed for their skills, abilities and needs

An invaluable service to parents and participants

1,910 great people were employed by our YMCA last year

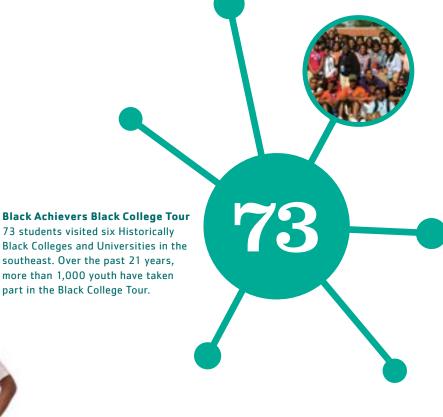
Our staff is committed serving our members, fulfilling our mission, and making the world a better place for all

WE DON'T JUST "LOVE" OUR NEIGHBORS AS **OURSELVES. WE ADORE THEM! AND IMPLORE** THEM: TO LIVE HEALTHIER AND HAPPIER, WITH **ZEST AND ZEAL.**

AT THE Y, WE BELIEVE THAT EVERYONE **DESERVES THE OPPORTUNITY TO DISCOVER** WHO THEY ARE AND WHAT THEY CAN ACHIEVE. REGARDLESS OF THEIR INCOME **BRACKET, ABILITIES, DISABILITIES, OR** ANY OTHER LIMITATION FOR THAT MATTER. WE STRIVE TO GIVE EVERYONE THE OPPORTUNITY TO TEST THEIR OWN LIMITS, SET NEW GOALS AND REACH THEIR FULLEST POTENTIAL. AND WE LOVE SEEING THEM SUCCEED.



73 students visited six Historically Black Colleges and Universities in the southeast. Over the past 21 years, more than 1,000 youth have taken part in the Black College Tour.



Mentors serve as role models, act as friends and introduce students to professional opportunities – doing all they can to ensure that kids graduate high school, select a college tailored to meet their personal needs, and enter college prepared for success. We believe students who grow up with positive influences, support and high expectations become successful adults who pursue and achieve excellence in all they do – we have living proof. Our Black Achievers and Sponsor-A-Scholar mentoring programs boast a 99–100% high school graduation rate, with 96–100% of those young adults continuing on to post-secondary education or the armed services.

The Environmental Education program at Camp Minikani bridges the gap between students and the outdoors teaching them not only to love the environment, but to build strong, lasting relationships with each other. Programs like these help preserve the resources we have for future generations by instilling students with a deep respect for the natural world.

- In 2012, 6,532 students and 267 teachers took part in the Environmental Education program
- 52 schools throughout the community sent students and teachers to an Environmental Education session
- 635 sessions of Environmental Education or teambuilding were held last year



Last year, Camp Minikani utilized solar panels to produce 13% of its total energy usage: enough power to offset 26 tons of carbon – the equivalent of two forested acres! The camp also decreased its energy usage by 18% by simply turning off lights and lowering the heat. And, since implementing a Food Waste Challenge three years ago – Camp Minikani has reduced the amount of food thrown away by 48%! Now, these are stats worth going gaga (ball) over!

3.050.00

IN PROGRAM AND MEMBERSHIP **SCHOLARSHIPS AND SUBSIDIES IN 2012**

NUMBERS

FINANCIAL OVERVIEW The Statement of Financial Position and Statement of Activities are derived from the YMCA of Metropolitan Milwaukee's financial statements as of December 31, 2012, which have been audited by Wipfli LLP, independent auditors, whose report expressed an unqualified opinion on these financial statements. A complete copy, along with our Form 990, can be found on our website: www.ymcamke.org.

Samillion In 2012, thousands of memberships were subsidized, totalling more than \$940,000 - providing Milwaukee area children and adults with a safe, positive environment to have fun, spend quality time with each other, and live healthier.

STATEMENT OF FINANCIAL POSITION

AS OF DECEMBER 31

ASSETS	2012	2011	LIABILITIES	2012	2011
Current assets	4,477,128	5,416,700	Other Current Liabilities	4,492,314	4,228,341
Property and equipment	61,903,670	64,057,421	Line of Credit		900,000
Investments	6,493,578	5,769,319	Current Maturities of Long Term Debt	1,100,000	1,040,000
Other long term assets	958,893	1,080,287	Long Term Debt	25,570,000	26,870,000
			Other Long Term Liabilities	5,460,534	5,930,582
			Total Liabilities	36,622,848	38,968,923
			Net Assets	37,210,421	37,354,804
TOTAL ASSETS	73,833,269	76,323,727	TOTAL LIABILITIES AND NET ASSETS	73,833,269	76,323,727

2012 REVENUE

Membership, Program & Auxiliary 89% // Annual Operating Support 8% // Other Support 0.5% // United Way 1.5% // Government Grants 1%

2012 EXPENSES

 $\label{lem:membership & Program 81\% // Depreciation 8.8\% // Management & General 7.9\% // Fundraising {\color{red} 2.3\% }$

Percent as shown may contain rounding differences

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDING DECEMBER 31

PUBLIC SUPPORT	2012	2011
Annual Operating Support	3,288,852	4,093,820
Other Support (Including Endowment, Capital and Debt Campaign)	232,660	310,048
United Way Support for Youth/Teen Programs	611,148	601,623
Private and Government Grants	431,607	1,246,041

OPERATING REVENUE	2012	2011
Membership	21,403,787	22,688,252
Less: Scholarships	(940,472)	(1,127,682)
Less: Subsidies and Discounts	(2,414,056)	(2,588,202)
Programs (Camping 39.1%, Early Childhood Education 30.9%, Other 30.0%)	13,991,166	13,459,403
Less: Scholarships	(720,992)	(692,745)
Less: Subsidies and Discounts	(588,950)	(552,868)
Department of Public Instruction	4,704,138	5,016,768
Endowment Support for Current Activities	459,939	266,791
Other	898,865	1,425,910
Total Public Support and Operating Revenue	41,357,691	44,147,159

EXPENSES	2012	2011
Membership	4,608,229	4,711,434
Programs (Camping 15.1%, Early Childhood Education 10.4%, Other 74.5%)	29,122,082	30,204,353
Depreciation	3,699,176	3,719,663
Management and General	3,296,254	3,426,568
Fundraising	928,653	938,094
Total Expenses	41,654,394	43,000,112
CHANGE IN NET ASSETS, OPERATING	(296,703)	1,147,047
CHANGE IN NET ASSETS, OPERATING	(296,703)	1,147,047
	(296,703) 2012	1,147,047 2011
OTHER CHANGES IN NET ASSETS		2011
OTHER CHANGES IN NET ASSETS Change in Interest Rate Swap	2012	
OTHER CHANGES IN NET ASSETS Change in Interest Rate Swap Net Gain on Disposal of Capital Assets Investment Return Reduced by	2012 458,955	2011 (398,427)
OTHER CHANGES IN NET ASSETS Change in Interest Rate Swap Net Gain on Disposal of Capital Assets Investment Return Reduced by Net Appreciation for Current Activities Change in Cash Surrender Value of Life Insurance	2012 458,955 (587,963)	2011 (398,427) 229,887
OTHER CHANGES IN NET ASSETS Change in Interest Rate Swap Net Gain on Disposal of Capital Assets Investment Return Reduced by Net Appreciation for Current Activities Change in Cash Surrender Value of	2012 458,955 (587,963) 265,046	(:



Certain amounts as previously reported in the 2011 annual report have been reclassified to conform to the 2012 presentation.



FRIENDS

CHAIRMAN'S ROUND TABLE SOCIETY The YMCA of Metropolitan Milwaukee is grateful to all

of the generous donors who help support our legacy and carry out our mission. Through vital operating and program support, our annual contributions allow us to open our doors to thousands of children and families who otherwise would not receive the opportunity to participate in all that the Y has to offer. Those who have given a gift of \$1,000 or more are part of a special group of donors who comprise the Chairman's Round Table Society. We are grateful to all of the donors who gave in 2012, including those donors who have chosen to keep their gifts anonymous.

\$100,000 +

Charles E. Benidt Foundation, Inc. The Burke Foundation* Greater Milwaukee Foundation -Sponsor-A-Scholar Fund* The Harley-Davidson Foundation* M&I Foundation, Inc.* David and Julia Uihlein Charitable Foundation United Way of Greater Milwaukee* YMCA of the USA*

\$50.000-\$99.999

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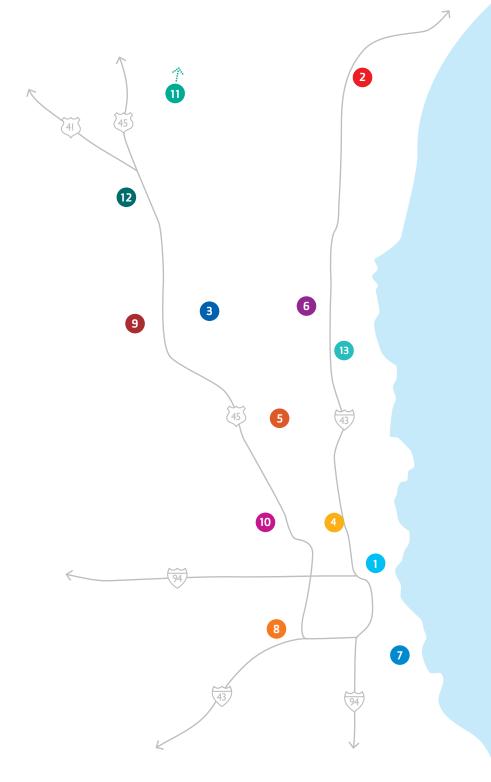
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