



# 2005

## ANNUAL REPORT

### of the YMCA of Metropolitan Detroit

*Dear Friends,*

**W**hat a difference a day makes...We've all heard that phrase and when talking about Michigan weather, it certainly holds true. But for our YMCA in Metro Detroit, "what a difference a decade makes" might be the best phrase.

Almost ten years ago, a dedicated group of Y volunteers began to imagine a very different YMCA. From those days of self examination came forth a strategic plan to dramatically expand YMCA services throughout the metropolitan area. It was a promise made that today has been fulfilled. The opening of the John & Marlene Boll Family YMCA represented the final achievement of a promise made some ten years ago: four new facilities collectively serving 48,000 more families. The investment represents more than \$100 million in infrastructure improvements including new buildings, new lockers rooms, new fitness centers and improvements to camp. Equally important has been an unprecedented level of investment in the recruitment, training and higher education of hundreds of YMCA staff.

And all of these changes represent a new beginning. That's right. Not the end of one strategic plan, but the start of a new one. We've only just begun. This March, the volunteer Board of the YMCA of Metro Detroit adopted our new comprehensive strategic plan following more than ten months of planning, discussion and dialogue involving more than 500 volunteers and staff from every corner of our service area. "*Driving Change*" represents the next level of achievement for our YMCA.

Over the next ten years, you will see new initiatives focusing on the needs of our families. We are committed to inclusion for everyone in Metropolitan Detroit to help build healthy communities. We believe in the power of education so that all people can live up to their God-given potential. And we firmly believe that the constructive optimism found in YMCA volunteers and staff can change the world for the better. Now it is up to us to *drive that change*.

*Best wishes,*

**John C. Carter**  
Chairman, 2005

**Reid Thebault**  
President



YMCA

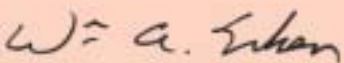
We build strong kids,  
strong families, strong communities.

## Report of the Finance Committee

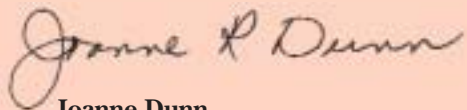
**E**fficiency, planning and diligence were crucial attributes to the association's financial health in 2005, perhaps more than ever before. New and improved business practices and a heightened sensitivity to all spending patterns kept association expenses at a 2004 level. This was quite an incredible feat in the midst of our region's challenging economic climate. Additional contributing factors are detailed below:

- Resulting from the hard work contributed by so many throughout the years, we had another monumental accomplishment in 2005. The John and Marlene Boll Family YMCA opened in the heart of downtown Detroit on schedule and on budget. The new flagship is receiving accolades from the community as a gathering place for people from all backgrounds.
- The driving forces of membership and program experienced modest growth in 2005. A special emphasis on continued retention efforts, relationship building, staff training and unrelenting quality were, and will remain, the top priorities.
- As in so many other areas, volunteer leadership also played an important role in securing a swap transaction for the Building Strong Kids Campaign tax-exempt municipal bonds. The association was able to lock in a favorable fixed rate, which will provide considerable, long-term savings.
- The annual Strong Kids Campaign has been gaining momentum in recent years. Generous campaigners and contributors yielded significant results in 2005 with an 11 percent increase, including a \$100,000 gift from a Lakeshore Branch donor. This growth is due to a sound process and, again, very dedicated volunteers.
- As a best practice of corporate governance, a new Audit Committee was formed to ensure the complete confidence of the Metropolitan Board of Directors, management and stakeholders in the financial reports of the YMCA.
- The association also confirmed its commitment to a level of professional conduct that supports a workplace free of illegal and unethical behavior. The EthicsPoint initiative provides an anonymous and confidential system for reporting activities that might involve criminal conduct or violations of the YMCA of Metropolitan Detroit's Statement of Professional Conduct.
- In addition, the YMCA Service Learning Academy, a key component to the YMCA's education agenda, also benefited from the improved business systems. The kindergarten – eighth grade academy received management services from the YMCA metropolitan office, freeing their resources to focus on building strong students.

A team effort — on the part of volunteers and staff at all levels — can be credited for our financial success in 2005. We look forward to the continuous impact this partnership will have on building strong kids, families and communities.



**Will Erken**  
Finance Committee Chair, 2005



**Joanne Dunn**  
Executive Vice President,  
Chief Financial Officer



# Operating Fund Performance

For the Period Ended December 31, 2005

## Support and Revenue

	YMCA	YSLA	Total
Contributions & Special Events	\$ 1,910,007	\$ -	\$ 1,910,007
United Way	1,002,558	-	1,002,558
Membership Dues	12,426,826	-	12,426,826
Program Fees	9,049,921	-	9,049,921
Government Grants	629,084	9,171,162	9,800,246
Other	2,059,109	111,283	2,170,392
<b>Total Operating Revenue</b>	<b>\$ 27,077,505</b>	<b>\$ 9,282,445</b>	<b>\$ 36,359,950</b>

## Expense

Personnel	\$ 15,641,117	\$ 4,756,726	\$ 20,397,843
Insurance, Utilities & Maintenance	5,037,876	737,402	5,775,278
Other Expense	5,289,692	3,043,440	8,333,132
<b>Total Operating Expense</b>	<b>\$ 25,968,685</b>	<b>\$ 8,537,568</b>	<b>\$ 34,506,253</b>

Gain – Transferred to Capital for  
Debt Service and  
Capital Improvements

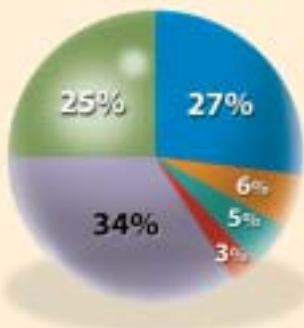
	\$ 1,108,820	\$ 744,877	\$ 1,853,697
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## YMCA Balance Sheet

Total Assets	\$ 75,244,494
Total Liabilities	42,956,640
<b>Net Assets</b>	<b>\$ 32,287,854</b>

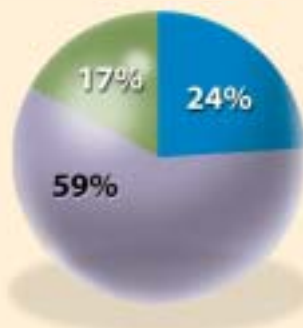
The Association provides management, oversight, technology, and other services to the YMCA Service Learning Academy (YSLA), a charter school organized within the provisions of the State of Michigan.

## Total Association Revenue



■ Program Fees
 ■ United Way  
■ Government Grants
 ■ Membership Dues  
■ Contributions and Special Events
 ■ Other

## Total Association Expense



■ Personnel  
■ Occupancy & Insurance  
■ Other expenses

# YMCA of Metropolitan Detroit Board of Directors

2006 - 2007

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*Chairman of the Board*

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*Immediate Past Chairman*

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*Chair, Finance Committee*

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