Stay on the surface
There’s the YMCA you know, and the YMCA you may not. It’s hard to find anyone who wouldn’t recognize the YMCA as the leader in swimming lessons, fitness and basketball. But for hundreds of thousands of New Yorkers, these hallmark programs have been the gateway to an enriching, life-affirming YMCA experience that continues to nurture their whole person—in spirit, mind and body. If you know the Y only on its surface, you just might be surprised by what you find once you dive in.
DEAR FRIENDS:

No sooner did we introduce our new theme, “New York City’s YMCA: We’re Here for Good,” in the spring of 2008 than the growing financial crisis began to challenge the staying power of some of New York’s oldest institutions.

Our YMCA has weathered its share of storms in a 156-year history, and we’re seeing—and meeting—mounting needs for our life-enriching services.

In these uncertain times kids and families need organizations they can count on. Whether it’s afterschool child care for working parents, job training and English language instruction for new Americans or tension-relieving health and wellness programs to help manage stress, our YMCA is an anchor to tens of thousands of New Yorkers, offering some stability in an otherwise unstable climate.

Some highlights from 2008:

- We delivered more than $46.6 million in free, subsidized or sponsored programs to more than 350,000 of our neighbors, ensuring the availability of the YMCA’s programs and services to those most in need.
- We served more than 15,000 children in 140 Y After School programs throughout the five boroughs.
- We engaged over 12,000 children over the summer months in physical and academic activities in our ACA-accredited day camps, and our sleepaway camps opened the doors to 2,100 kids, providing scholarships to 2 of every 3 youngsters.
- We issued over 25,000 YMCA Strong Kids Cards, a free Y membership designed to keep kids physically active with access to structured programs.
- We continued to make progress in bringing new YMCAs to the Rockaways, Coney Island and Ridgewood, while building on a partnership with the City in plans for a new YMCA in Flushing.

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• We hosted national thought-leaders in Y Community Forums on the topics of community health and immigration, which helped to inform strategic planning of our Activate NYC and New Americans Initiatives.

• We welcomed over 100 YMCA leaders from the world’s largest cities to New York for the biennial YMCA World Urban Network Conference.

• We employed more than 4,400 New Yorkers last year in 21 Branches and 180 program sites throughout the five boroughs and at our New York YMCA Camp and conference center on more than 1,150 acres in upstate Huguenot.

• We raised over $5 million for our annual Strong Kids Campaign and received over $34.9 million in public and private contributions, reflecting the value that the greater community has placed on our mission, while we strived to further strengthen compliance, improve transparency and achieve greater accountability to all of our stakeholders.

• Overall, our YMCA endured, exceeding our operating finance goals, strengthening our balance sheet and completing one of our best ever financial performances. Whether in merely offering activities to develop skills or in fostering a deeper connection to ourselves, our families or our communities, the YMCA is committed to making an impact in the lives of our fellow New Yorkers.

We entered 2009 poised to continue to provide—and even expand—the vital programs and services upon which our community relies. Now, more than ever, we’re here in ways that you may not have ever known. In the pages to follow, you’ll learn more about a few of our friends who stared at the surface and weren’t afraid to dive in.

Thanks, as always, for your support of our YMCA.
I was expecting a place to work out.
Jamilah Lemieux joined the Bedford-Stuyvesant YMCA like many do—as a place to work out—and was there four or five times a week. It wasn’t until she came across a job posting for an afterschool director that she knew the Y’s program even existed. By happy coincidence, Jamilah had just left her afterschool teaching job in Newark and was up for working with kids from her own neighborhood.

Now she’s leading one of 12 Y After School pilot sites for the transformational Salvadori Method, a project-based learning model that keeps kids mentally and physically engaged in the critical 3:00–6:00 pm window when many parents expect little more than babysitting. Salvadori will ultimately become the standard model for curriculum development at all 140 Y After School sites by 2010, making a significant impact in the spirit, mind and body development of more than 15,000 boys and girls.

“We’ve got an opportunity to chip away at the ‘I can’t’ mentality prevalent among our students, to help them to build their self-esteem and develop an appreciation for learning,” Jamilah says. “Salvadori helps us do just that, and gives me the flexibility to better tailor my program to my students’ interests and needs.”

Drawing on her theater arts background, Jamilah developed a year long focus on the concept of self-awareness and cooperation in one’s community, whether defined by their neighborhood, their school or their family. Through it, the kids are developing a stronger understanding of how working together creates a stronger community, what it gives them and what they owe it in return.

“People come in with unrealistic expectations that the Y is just a fitness center. This is a place that has a very important role in our community. It’s a big part of who I am.”

Now I’m helping to mold our community’s next generation.
I came for a pickup game.
On his first day as family court magistrate for Queens County, Judge Lewis Borofsky was invited to check out the Jamaica YMCA across the street from the courthouse. That was the day he joined the Y. In the 11 years since, you’d be hard pressed to find a weekday where Lew’s not there on his lunch hour.

“When you’re 6’8” and walk into a gym and no one knows you, you have no problem getting picked,” Lew says. “But when you’re 5’4¾” and not a young kid, you need to prove yourself.”

Playing the game he’s loved since childhood isn’t the only thing Lew feeds on. It’s the friendships with hundreds of people from all walks of life that have come in and out of the Y over the years.

And gained a community I never imagined existed.

“Part of playing basketball is the constant communication while the game is going on. But you’re also down in the locker room before and after you play, you’re on the sidelines waiting. You get to know these guys, little by little, game by game. These are friends I never would have ordinarily encountered in my life.”

It took years, but gradually Lew wasn’t getting overlooked because of his size. He was getting picked because the other guys knew his skills and his shot. They knew him. Now all this time later, basketball is still a game, but one that he has no plans to give up.

“I value this time a lot. If I’m not there, guys want to know what happened. If there’s someone who hasn’t played in five years, they’ll say, ‘I don’t know who else we’ll find there, but I know Lew will be there.’”
My son needed swimming lessons.
Like many moms, Deirdre Noonan came to the Cross Island YMCA looking to get her young son Liam in the pool for swimming lessons. Not long after, the Noonans learned that Liam had an auditory and visual processing disorder that affects his ability to focus his attention and ignore distractions.

"I had heard the horror stories of other recreational programs where kids with special needs were screamed at or just kicked out," Deirdre says. "At the Y the instructors were dedicated to working with him—and around his challenges—without pointing him out as different from the other kids."

Seven years later, Liam is thriving at the YMCA, taking classes as varied as drama and wrestling. Deirdre likes how each class allows him to develop his confidence or a skill like social interaction or teamwork.

“If a certain class works for him, that’s great; if it doesn’t, then we’ve given him the chance to try something. He’s so comfortable at the Y that he’ll take chances he never would have before."

And now, when he pores over the YMCA program guide, Liam can focus—on a world of opportunities where he can try anything.

“I attribute part of the fact that he’s come so far to how he’s treated just like every other kid at the Y. The YMCA really put their hands out and didn’t just embrace everything with Liam. They turned into the place where anything is possible for him."

We got an extended family reaching out to help him grow.
I was looking for something to do.
As a 14-year-old freshman at Manhattan’s Washington Irving High School, Cassandra St. Vil was angry. Angry at school, angry at home, but not too angry to check out the Vanderbilt YMCA, where she found a sense that she could belong.

“The first time at a teen event at the Y, I was in a room with so many people with all different backgrounds,” Cassandra says. “But no matter where you were coming from, there was some sort of weird rhythm, and it was OK to be ‘the angry one’ on the side.”

Cassandra was hooked, joining and taking leadership positions in Youth & Government, Teen Center, step class, youth entrepreneurship. Any opportunity she wanted, the Y had it or would ask her to help create it. A trip to Estonia with Global Teens, the YMCA’s culture and service travel program, gave her new perspective and showed her a career path.

“Traveling abroad with the Y showed me that I could do something completely unthought of before, and all of a sudden I knew what I wanted to do and where I wanted to go with my life. I realized that youth leadership gave me the confidence to do what I want, and I realized what I wanted was to help other teens.”

That was 1999. Today, she’s closing in on a PhD to add to her master’s in social work, and she works several afternoons a week as a teen counselor at the Y’s Grosvenor Neighborhood House. This past summer she signed up for Global Teens again, but this time as an advisor on the trip to Mexico.

“Something clicked for me, and what had started at the YMCA blossomed out to everything else I was doing.”
Donor Lists and Financials
NEXT CENTURY CAPITAL CAMPAIGN

Over the next decade, the YMCA of Greater New York proposes to undertake an aggressive, three-phase capital renewal plan to enable the YMCA to exponentially increase its services to New York City’s kids, families and communities, through:

- Building new YMCAs in underserved communities;
- Replacing aging YMCAs in underserved communities with state-of-the-art Branches; and
- Renovating and/or expanding nearly every other existing YMCA Branch in the system.

A number of generous donors, including those listed, have made significant contributions to help expand the YMCA’s services through the Next Century Capital Campaign’s first four projects: a rebuilt YMCA in Ridgewood, new YMCAs in the Rockaways and Coney Island, and the first LEED-certified Y camp lodge in the United States.

For information about the YMCA’s community-building capital programs, please contact Amy Mugavero, Director of Leadership Giving, at 212-630-9607 or amugavero@ymcanyc.org.

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The annual Strong Kids Campaign is the cornerstone of our longstanding commitment to ensure the availability of the YMCA's programs and services to those most in need.

Charitable gifts to the 2008 Strong Kids Campaign, ranging from $1 to more than $500,000, totaled more than $5 million to support membership scholarships and programs like Y After School, summer camp, child care and teen clubs. We are grateful to all of our generous donors, particularly those at the leadership levels listed below (contributions received by December 31, 2008).

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Frances Chiu
John and Maria Chrin
David Christmas
Chi-Hua Chuang
Jaewon Chung
Cincinnati Asset Management, Inc.
CNA Foundation
Ethelind A. Coblin
Brendan Coburn
Coburn Architecture, P.C.
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Stuart H. Coleman
Garry Collins
Common Cents
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Contracting Design Group
Controlled Acoustics Corporation
Convergys
Joanne Cook
Julie Cooney
David Corkery
Ray M. Costa
Martin J. Cottingham
Edna and Arthur Cowen
John and Wendy Cozzi
Joy Crichlow
Evaristo J. Cruz
Scott A. Curry
Andrew C. Curtis
R. Hunter Cushing
Norma D’Arrigo
Davis Wright Tremaine LLP
Mr. and Mrs. Pierre J. De Vegh
Deans Graphics
Joseph DeCillis
Caitlin Dee
Peria J. Delson
DeSantis Kiefer, Shall & Sarcone, LLP
Cedric D. Dew
Kelvin Diamond
Josette C. DiBiasi
Jacqueline Marie Didier
Stephen E. Dietz
Alessandra DiGiusto
Diernier, Diernier & Cotter
Dolores Fernandez
James Doria

18
Charles W. Douglas
Dynamic Electric, Inc.
Elaine and Fred Edmonds
Les Edwards
Emigrant Savings Bank
Energy Curtailment Specialists, Inc.
Entertainment Industry Foundation
Maureen Errity
Experience Harlem
Famous Horse, dba V.I.M.
Dana Feinberg
Matthew T. Feldman
Prince Felix
Richard Ferrara
Ferrera Architects
Robin D. Fessell
Carl Fields
Financial Planning Concepts
First American International Bank
First Presbyterian Church in Jamaica
Flushing Pain Management Center
Ken Fong
Bonnie Cagwin Ford
Madeline Ford
Forest City Ratner Co.
Tiffeny Forrest
Marty Forth
Walter S. Foster
Stephen Fraidin
Emilie Franske
Donald G. Fraser
Linda Fraser
Frank and Fred Friedman
Family Foundation
Diane Frimmel
Dean Furbush
Gerald L. Garavel
Daniel Garber
Garvin Brown Construction Products
Catherine A. Gellert
Robert and Pegeen Genader
Lawrence Geneen
General Electric Company
Genworth Foundation
Patrick A. Gerschel Living Trust
GG Group, Inc.
Michael J. Gill and Virginia Wright
Joanne Giordano
Felix Gonzalez
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Greenpoint Lions Club
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Mark Grossich
Simone Grossman
Kim Gualario
Daphne C. Guarino
Sean Gumbs
Martha S. Gurwit
Guy Carpenter & Company, LLC
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Indira Hamilton
Jennifer L. Hanlon
Harlem Week
Mary-Love Harman
Charles T. Harris
Katherine Harris
Raymond Hart
Anita Harvey
Thomas E. Harvey
Mary Haskins
Kelly L. Hayes
Marc Anderson Haynes
Philip Hecht
Harvey A. Heit
Heron Capital Management
Highway R&S Const Lab Local 1010
Walter Hoehler
The Hoerle Foundation
Camilla M. Hofmann
Martha Holstein
Hong Kong Dragon Boat Festival
Ya-Ning Hsu Yu
Robert Humphrey
Christopher R. Iannuzzi
IBM Corporation
Infinia Group LLC
Integrated Financial Service
Interpublic Group
Irvin Simon Photographers
Beverly Ivens
Balasubramanya Iyer
Jack Rabbit Sports
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William Janetschek
Jewish Communal Fund
Won-Jun Ji
JKD Realty Corporation
Lee Jones
Talitha Jones
Robert Judell
The Kandell Fund
Lori Karelas
Elias Karmon
Michael J. Kawochka
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Michael A. Keller
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Karen A. & Kevin W. Kennedy Foundation
Bob Kerrey
Sandra Nemitz Khilnani
Inje Kim
Kirby Family Foundation
Kirkland & Ellis Foundation
Kenneth Kirschner
Cydney Kislin
Kiwanis Club of Glendale
Charlotte Koch Foundation
Peter A. Koo
Sanjana and George Koshy
Mary Jeanne Kreek
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Yeonyoung Kwon
La Morte’s E-Z Vending Co., Inc.
Larson & Paul Architects
Christine LaSala
Jeffrey Lee
Kwang Soo Lee
Leonard Lee
Mi Hyang Lee
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Mr. and Mrs. Anthony V. Leness
Jeffrey Leong
Mr. and Mrs. Stuart Leventhal
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George O. Lewis
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The Love Presbyterian Church
New York
Patricia Lynch
M & H Sommer Foundation
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Vincent Mai
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Henry Malarkey & Co.
Sherry A. Malen
Joseph Marchese
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Marsid M & M Group
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Gregory Maziarz
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Michelle McBride
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Annette McEvoy-Bronheim
Kevin B. McGovern
Carissa McKenzie
Eugene McKinney
Doreen Mensah-Hinds
Metropolitan Judo Association
Simon Metz
Sheelyn Michael
Christian W. Miller
Sandra Mitchell
Neil Modi
Anthony Montalbano
Victoria Moore
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Julie McAndrews Mork
Lynn Alexander Morris
John H. Morrison
Morstan General Agency, Inc.
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Greg Murjani
Sean Murphy
Bettina Murray
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Mystic Brokerage
NBC Studios, Inc.
New Clean City, Inc.
New York City Partnership Foundation
New York City Social Sports Club
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Bruce K. Niles
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Northeast Hauling, Inc.
Northfield Bank
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Eileen F. O’Connor
James O’Connor
Nicole Odell-Odim
Alfred T. Ogden
Won Suk H. Ok
The Ong Family Foundation
Optimum Energy Solutions
OSG Bulk Ships, Inc.
Greg Ostling
Judy Ouziel
PAC Plumbing
Pacific Quality Packaging Corporation
Yong K. Paek
Bruce L. Paisner
Hyung Young Park
Young D. Park
Partnership of Afterschool Education
Patricia Patel
PepsiCo
Mr. and Mrs. Stephen D. Perkins
Lee H. Perlman and Linda S. Riefberg
Tycho Peterson
Jane M. Pflug
Philadelphia Stock Exchange Foundation
Sandra L. Phillips
Prime Landscape Services, LLC
Prinzi & Tapinis Ltd.
Pro Visual Advertising
Amelia Prounis
PTA Baccalaureate School
Qing Zhi International
Queensborough Rotary Club
Ramon E. Rafco
Karen Raglin
Elda Ramratan
Rodney D. Ramsingh
Reader’s Digest
Reniss, Inc.
Ira M. Resnick Foundation, Inc.
Riccardo’s Catering
Richard J. Rice
Richmond Property Management, Inc.
J. Henry Rifflé
Rivlab
Diane Rizzolo
Marcel Robin
Carrie Robinson
Rachel Rocker
Christine Rogers
Mr. and Mrs. Frederick Rose
Rosenberg Fund for Children Inc.
Rotary Club of The Bronx
Rotary Supply Corporation
Edward F. Rover
Row New York, Inc.
William D. Rueckert
William Ruhl
Russo, Scamardella & D’Amato, PC
Chu Young Ryu
Michelle Saccomanno
Jini Sachse
Kent W. Sampson
Walter Sanchez
Sanolite Corporation
Anthony J. Santo
Najmi Sarwar
Robert J. Scamardella
Scaran Heating & Air Conditioning
Scaran Oil Service Co., Inc.
Mr. and Mrs. Robert H. Scarborough III
Chris Scheuer
John L. Schiavetta
Daniel R. Schindler
Alan C. Schwartz
Renato J. Scinto
Anderson A. Seales
Michael Sellman
Hyun-Joo Seo
Dorothy and Dennis P. Sheahan
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Tokumbo Shobowale
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Allison Sicuranza
Julie C. Siff
Kevin and Lois Silva
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Frank Sinatra High School
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James P. Sletteland
Edward Slutsky
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Kang Song
Lisa Sorin
Sound Refrigeration
Sovereign Bank
John Spensieri
Jeff and Valerie Sprague
Byron O. Spruell
Kori and William Stanton
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The Staten Island Advance
Staten Island University Hospital
Steelcase
Stempel Bennett Claman & Hochberg
Russell Stern T. Stern
Family Foundation
Rodney Stilwell
David B. Stith
Strategic Energy LLC
Courtney Stuart
Kun-Won Suh
Jane A. Sutherland
Adam Sutker
Dennis D. Swanson
The Syncretics Group
Victor Syrmis
Gene M. Szufilta
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Taxback.com
Martin Terzian
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Christine L. Thomas
David W. Thomas
Vivian Thomas
Erika Thomas-Yuille
Peter Thonis
Heather R. Tilert
Sarah J. Tilley
Touro College
Transfiguration School
Loretta T. Trapani
Jeannie and Olivier Trouveroy
Maritza Tse
Melvin Tse
TTI, Inc.
The Twenty-First Century Foundation
Tammie Tyler
Unitec Elevator Co.
Debra Vail
Eleanor Vale
Valucare, Inc.
Vanderveer Park United Methodist
Vanguard Charitable Endowment

Frank B. Vanker
Rosario Varela
Jean Vesnaver
Victoria Stennet Realty Corporation
Gary Villaverde
Lou Vlahos
Wachovia Bank and
Wachovia Foundation
Stacy Waggoner
Julianne Wagner
Susan G. Wall
Wall Street Access
Susan C. Waltman
David W. Wang
Michael D. Warden
Bernard Warren
Omar Wasow
Susan P. Webb Dreyfus
Nadja Webb-Cogsville
Debbie Weick
Weight Watchers
Lawrence Weiss
Weiss & Rosenbloom, P.C.
Staci M. Weissman
Wells Fargo Advantage Fund
Brandon Williams
Elizabeth B. Williams
Willis Re, Inc.
Kay Wilson Stallings
Francine Wong
Tyrone Woods
World Student Insurance Service
Rebecca L. Wright
WZRC 1480 AM
Suh Kyung Yoon

GOVERNMENT SUPPORT
United States Congress
United States Department of Housing
and Urban Development
United States Department of Justice
United States Department of Labor
New York State Assembly
New York State Senate
New York State Department of
Criminal Justice
New York State Department of Education
New York State Department of State
New York State Office of Children
& Family Services
New York City Office of the Mayor
New York City Council
New York City Administration for
Children’s Services
New York City Department of Education
New York City Department of Health
and Mental Hygiene
New York City Department of Youth
& Community Development
New York City Human Resources
Administration
The Heritage Society creates a legacy for the New York City community through immediate and planned endowment gifts.

More than 100 Heritage Society members know that their charitable gifts will ensure the YMCA will continue to care for kids and families for generations to come. We are grateful to these committed supporters who share a visionary focus on the future.

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James T. Beale, Jr.
Jack Berk
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Susan P. Bracht
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Saul Bregman
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Maria Del Toro
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Christian W. Miller
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Ong Family Foundation
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Chester and Gladys Redhead
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Grace Richardson
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William D. Rueckert
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Thomas Wagner
Mr. and Mrs. Daniel West
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Adela S. and Lucius Wilmerding III
Alyce H. Wu

In Memorial
Irving Barth, Jr.
Elias Karmon
Minerva Munch
Florence Oser
## STATEMENT OF ACTIVITIES
(for the years ending December 31, dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue and Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$14,672</td>
<td>$18,389</td>
</tr>
<tr>
<td>Government Contracts</td>
<td>20,354</td>
<td>16,238</td>
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<tr>
<td>Membership Dues and Program Fees</td>
<td>89,832</td>
<td>87,869</td>
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<tr>
<td>Residence and Related Services</td>
<td>24,270</td>
<td>22,791</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1,077</td>
<td>2,741</td>
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<tr>
<td><strong>Total Operating Revenue and Support</strong></td>
<td><strong>$150,205</strong></td>
<td><strong>$148,028</strong></td>
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<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
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<tr>
<td>Salaries and Related Expenses</td>
<td>$85,883</td>
<td>$83,616</td>
</tr>
<tr>
<td>Program and Operating Expenses</td>
<td>60,150</td>
<td>58,584</td>
</tr>
<tr>
<td>Fundraising Expenses</td>
<td>1,917</td>
<td>2,947</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$147,950</td>
<td>$145,147</td>
</tr>
<tr>
<td><strong>Change in Net Assets from Operations</strong></td>
<td><strong>$2,255</strong></td>
<td><strong>$2,881</strong></td>
</tr>
<tr>
<td><strong>Non-Operating Changes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Gains (loss), Net</td>
<td>($13,118)</td>
<td>$574</td>
</tr>
<tr>
<td>Other</td>
<td>(1,339)</td>
<td>(1,118)</td>
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<tr>
<td><strong>Total Non-Operating Changes</strong></td>
<td>($14,457)</td>
<td>($544)</td>
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<tr>
<td><strong>Total Changes in Net Assets</strong></td>
<td>($12,202)</td>
<td>$2,337</td>
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<tr>
<td>Net Assets at Beginning of Year</td>
<td>168,497</td>
<td>166,159</td>
</tr>
<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td><strong>$156,295</strong></td>
<td><strong>$168,497</strong></td>
</tr>
</tbody>
</table>

## STATEMENT OF FINANCIAL POSITION
(for the years ending December 31, dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$12,169</td>
<td>$17,532</td>
</tr>
<tr>
<td>Receivables, Net</td>
<td>26,736</td>
<td>27,266</td>
</tr>
<tr>
<td>Investments, at Market</td>
<td>26,902</td>
<td>39,294</td>
</tr>
<tr>
<td>Funds Held in Trust for the YMCA</td>
<td>6,198</td>
<td>7,664</td>
</tr>
<tr>
<td>Property, Plant and Equipment, Net</td>
<td>189,161</td>
<td>183,969</td>
</tr>
<tr>
<td>Debt Service Reserve Fund</td>
<td>7,508</td>
<td>7,476</td>
</tr>
<tr>
<td>Deferred Charges</td>
<td>2,551</td>
<td>2,883</td>
</tr>
<tr>
<td>Other Assets</td>
<td>299</td>
<td>412</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$271,524</strong></td>
<td><strong>$286,496</strong></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$19,007</td>
<td>$24,472</td>
</tr>
<tr>
<td>Accrued Salaries and Related Expenses</td>
<td>4,770</td>
<td>4,041</td>
</tr>
<tr>
<td>Debt Obligation</td>
<td>82,407</td>
<td>79,385</td>
</tr>
<tr>
<td>Deferred Charges</td>
<td>9,045</td>
<td>10,101</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$115,229</strong></td>
<td><strong>$117,999</strong></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$156,295</strong></td>
<td><strong>$168,497</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$271,524</strong></td>
<td><strong>$286,496</strong></td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS

Janice Reals Ellig
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Co-Chief Executive Officer
Chadick Ellig, Inc.

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Chairman, President & CEO
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The Bravitas Group Inc.

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Lacina Heitler Architects

Gail Hilson

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KPMG LLP

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Verizon Communications

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Managing Director
AdMedia Partners

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Youth Representative
Teen Volunteer
Jamaica YMCA

Christine LaSala
President & CEO
WTC Captive Insurance Company

Glenn Lau-Kee
Partner
Kee & Lau-Kee LLP

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Meridian Capital Partners, Inc.

William K. Lee, MD
President
Cardiac Associates of North Jersey

William M. Lawrence
Chief Executive Officer
Meridian Capital Partners, Inc.

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Commissioner
Mayor’s Office of Immigrant Affairs

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Lipper Advisory Services, Inc.

Consuelo Mack
Anchor & Managing Editor
WealthTrack

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U.S. Bank

August Major
Youth Representative
Teen Volunteer
Cross Island YMCA

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Jonathan Mechanic
Partner
Fried, Frank, Harris, Shriver & Jacobson LLP

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The Molina Group

Walter Montgomery
Chief Executive Officer
Robinson Lerer & Montgomery

Eileen K. Murray
Chief Executive Officer
Investment Risk Management

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Executive Committee Co-Chairman & Partner
Wachtell, Lipton, Rosen & Katz

Phyllis Poland-Ferriter
President
The Poland Foundation

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Proskauer Rose LLP

Douglas “Max” Reid

George Rodriguez
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Fidelis Care New York

John Wallis “Jack” Rowe, MD
President & CEO, retired
Aetna

Bonnie St. John
Author, Olympian

Robert Scamardella
Managing Partner
Russo, Scamardella, & D’Amato

Zachary Stern
Branch Representative
Fidelis Care New York

Kathleen Kennedy Townsend
Former Lieutenant Governor
Maryland

Seth H. Waugh
Chief Executive Officer
Deutsche Bank Americas

Susan Whiting
Vice Chairperson
The Nielsen Company

Raymond H. Yu
President
Yuco Management, Inc.
### EMERITUS BOARD

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Annunziata</td>
<td>Chairman ATEF, Inc.</td>
</tr>
<tr>
<td>Timothy P. Flynn</td>
<td>Chairman &amp; CEO KPMG</td>
</tr>
<tr>
<td>William D. Rueckert</td>
<td>Managing Member Oyster Management Group, LLC</td>
</tr>
<tr>
<td>Hon. Merryl H. Tisch</td>
<td>Chancellor New York State Board of Regents</td>
</tr>
<tr>
<td>Roger M. Vasey</td>
<td>Managing Partner Conyers Capital LLC</td>
</tr>
<tr>
<td>Hon. Myrtle G. Whitmore</td>
<td>Commissioner, retired New York City Housing Authority</td>
</tr>
</tbody>
</table>

### ASSOCIATION LEADERSHIP

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jack Lund</td>
<td>President &amp; Chief Executive Officer</td>
</tr>
<tr>
<td>Michael Guarino</td>
<td>Executive Vice President &amp; Chief Financial Officer</td>
</tr>
<tr>
<td>Rena McGreevy</td>
<td>Senior Vice President &amp; Chief Operating Officer</td>
</tr>
<tr>
<td>Paul Custer</td>
<td>Senior Vice President &amp; Chief Administration Officer</td>
</tr>
<tr>
<td>Maria del Toro</td>
<td>Senior Vice President Public Affairs</td>
</tr>
<tr>
<td>Charles Ainsworth</td>
<td>Vice President YMCA Partnerships</td>
</tr>
<tr>
<td>Linda Allocco</td>
<td>Vice President Youth &amp; Family and Community Programs</td>
</tr>
<tr>
<td>Sean Andrews</td>
<td>Vice President Operations</td>
</tr>
<tr>
<td>Deborah Bagatta-Bowles</td>
<td>Vice President Operations</td>
</tr>
<tr>
<td>Madeline C. Ford</td>
<td>Vice President &amp; Corporate Secretary</td>
</tr>
<tr>
<td>Lyn Hall</td>
<td>Vice President Human Resources</td>
</tr>
<tr>
<td>Michael Keller</td>
<td>Vice President Operations</td>
</tr>
<tr>
<td>Michael Spezzano</td>
<td>Vice President Program &amp; Membership</td>
</tr>
<tr>
<td>Faustino Vidro, Jr.</td>
<td>Vice President Property Management</td>
</tr>
<tr>
<td>Staci M. Weissman</td>
<td>Vice President Finance</td>
</tr>
<tr>
<td>John Atwater</td>
<td>Senior Executive Director Information Technology &amp; CONNECT</td>
</tr>
<tr>
<td>Gregory Coil</td>
<td>Senior Executive Director Staten Island YMCA</td>
</tr>
<tr>
<td>Elaine Edmonds</td>
<td>Senior Executive Director Fund Development</td>
</tr>
<tr>
<td>Kevin Shermach</td>
<td>Senior Executive Director Communication &amp; Positioning</td>
</tr>
<tr>
<td>William J. Smith</td>
<td>Senior Executive Director Enterprise Compliance</td>
</tr>
<tr>
<td>Loretta Trapani</td>
<td>Senior Executive Director Staff Development</td>
</tr>
<tr>
<td>Denise Zimmer</td>
<td>Senior Executive Director Government Contracts</td>
</tr>
</tbody>
</table>
1. Bedford-Stuyvesant YMCA
Olumide S. Wilkey, Chair
Dordy Jourdain, Executive Director
1121 Bedford Avenue
Brooklyn, NY 11216

2. Bronx YMCA
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Elizabeth Toledo, Executive Director
2 Castle Hill Avenue
Bronx, NY 10473

3. Chinatown YMCA
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David Kaplan, Executive Director
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New York, NY 10002

4. Cross Island YMCA
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Dana Feinberg, Executive Director
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Bellerose, NY 11426

5. Dodge YMCA
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Eileen O’Connor, Executive Director
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Brooklyn, NY 11201

6. Flatbush YMCA
Joy P. Crichtow, Chair
Novelette Scott, Executive Director
1401 Flatbush Avenue
Brooklyn, NY 11210

7. Flushing YMCA
Al Harris, Chair
William Nelson, Executive Director
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Flushing, NY 11354

8. Greenpoint YMCA
Paul J. Pullo, Chair
Melvin Tse, Executive Director
99 Meserole Avenue
Brooklyn, NY 11222

9. Harlem YMCA
Gregg Walker, Chair
Tiffeny Forrest, Executive Director
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New York, NY 10030

10. International YMCA
Raffi Azadian, Chair
Sandy Mitchell, Executive Director
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New York, NY 10023

11. Jamaica YMCA
Carl Fields, Jr., Chair
Cedric Dew, Executive Director
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Jamaica, NY 11432

12. Long Island City YMCA
Philip Leone, Chair
Evaristo Cruz, Jr., Executive Director
32-23 Queens Boulevard
Long Island City, NY 11101

13. McBurney YMCA
Patricia Brunson, Chair
John Rappaport, Executive Director
125 West 14th Street
New York, NY 10011

14. New York YMCA Camp
Josh Hettler, Chair
Wheaton Griffin, Executive Director
300 Big Pond Road
Huguenot, NY 12746

15. North Brooklyn YMCA
George Rodriguez, Chair
David Christmas, Executive Director
570 Jamaica Avenue
Brooklyn, NY 11208

16. Prospect Park YMCA
Consuelo Seidel, Chair
Sean Andrews, Executive Director
357 Ninth Street
Brooklyn, NY 11215

17. Ridgewood YMCA
Gregory Maziarz, Executive Director
69-02 64th Street
Ridgewood, NY 11385

18. Staten Island Broadway YMCA
Paul A. Campione, Jr., Committee Chair
Anita Harvey, Executive Director
651 Broadway
Staten Island, NY 10310

19. Staten Island South Shore YMCA
Michael Gigante, Committee Chair
John Semerad, Executive Director
3939 Richmond Avenue
Staten Island, NY 10312

20. Staten Island Counseling Service YMCA
Catherine Paradiso, Committee Chair
Joseph M. Verhey, Executive Director
3911 Richmond Avenue
Staten Island, NY 10312

21. Vanderbilt YMCA
Charles King, Chair
Judy Ouziel, Executive Director
224 East 47th Street
New York, NY 10017

22. West Side YMCA
Richard Krantz, Chair
Deborah Bagatta-Bowles, Executive Director
5 West 63rd Street
New York, NY 10023

23. Coney Island YMCA
Opening 2011
29th Street and Surf Avenue
Coney Island, NY 11232

24. Rockaways YMCA
Opening 2010
Beach 73rd Street and Rockaway Beach Boulevard
Arverne, NY 11694
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New York City’s YMCA
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