

**ANNUAL MEETING
CEO COMMENTS
9.24.19**

Ladies and Gentlemen:

It gives me great pleasure to welcome all of you to this year's Annual Meeting of the YMCA of Greater Des Moines. Your support and presence here is so important and appreciated. I sincerely thank you for joining us.

Today, we celebrate not only our annual accomplishments, but this event also allows us to come together and celebrate us – a very special Y-community - privileged to carry forward 151 years of YMCA achievements.

Most importantly, we celebrate the YMCA Cause – Our Cause to Strengthen the Foundations of Community through our work in Youth Development, Healthy Living and Social Responsibility.

I'm actually most excited today to celebrate with you our amazing partners in this community building. How fortunate we are to work side-by-side with you – Thank You.

But, before I introduce our special guests, I'd like to share with you just how very proud I am of the steps we've made in the right direction this year. Steps that are opening the doors to a sustainable tomorrow.

It was exactly this time last year, during my first days on the job - we were waist deep working with our colleagues from Y-USA on an assessment that would outline the state of our financial affairs at that time. While the facts and figures contained in that report were front and center, I distinctly remember the title page. It read, "Committed to Our Community."

One year later, I'm here to tell you, that our commitment to community remains as strong as ever.

Thanks to outstanding leadership from this board of directors,

expert assistance from Y-USA has armed us with a comprehensive and insightful review of our operations, including a critical look at the financial health of our organization.

Together WE – both engaged staff and committed volunteers - acknowledged the financial and operational challenges that existed, heeded the expert's recommendations and made a number of very difficult but important decisions to help guide our Association towards sustainability.

We refined our financial reporting in order to provide the clarity and visibility necessary to lead confidently – today, next month, and next year.

We also embarked on the first phase of a multi-year strategic planning process that

First, helped us understand our current capacity to efficiently and effectively deliver programs and services within our communities and it informed the implementation of our new organizational structure.

- Restructuring our operations team included the promotion of key performers and seasoned Y employees like Terry Feldt, Eric Kress and Alex Kretzinger, and we welcomed the addition of critical new professional expertise, including Jamie Bussell, our new CFO and Jason Rudy, Director of Facilities, among others.

Second, it helped us to re-focus on our mission and charitable purpose. When we provide our community with quality programming that ensures healthy minds, spirits and bodies, FOR ALL our core and signature programs attract increased program revenue and new philanthropy.

Thirdly, I believe we changed the way we think about our Association. I see staff and volunteers coming together, using not only our unique strengths as individuals and branches, but also recognizing the uniqueness of our communities to build a healthier and happier Association.

This change is reflected in the way we now approach the work. What was once thought of as "Corporate or Metro" is now about "Leadership and Resources". I believe this small change speaks volumes about our enormous opportunity to come together for a strong tomorrow.

And strong is how we finished Fiscal Year 19.

- Thanks to an incredibly motivated team - we closed our fiscal year at break-even, met every debt covenant, paid our suppliers, paid our staff AND reduced our Association debt by \$1,083,648.06.

Now let me take you outside the doors of the Association Leadership and Resource office and back to our continued Commitment to the Community.

- Our branches continued to serve 48,000 members. And, when you consider our many non-member programs like resident camp, day camp, preschool, youth sports, medical programming and our academic achievement work, we actually impact the lives of nearly 100,000 individuals
 - Here's one of many examples of impact: For example: the Grubb Starfish Academy & Power Scholars program, with attendance rate of 92% this year, not only halted summer reading loss but

advanced reading skills by one month and advanced math skills by 2 months.

- In addition to these academic achievements, I personally believe that these Family Survey outcomes are equally as important.
 - 87% of families said their child's eagerness to learn improved
 - 84% of families said their child's confidence improved, and
 - 83% of families said their ability to overcome challenges improved.
- We were again voted by the readers of the Business Record as Greater Des Moines' Best Fitness Facility! And, it's no wonder. Our latest Members First survey indicated:
 - 94% of members told us their facility was clean and well maintained
 - 93% of members said the equipment was well maintained and working
 - 98% of members said their interaction with staff was positive, helpful and welcoming
- Thanks to our generous volunteers - in both time and treasure - we met our annual campaign goal of \$1.6M and as a result
- Provided 18,000 residents with \$2.2M in scholarships. Everyone in our community was provided the access and opportunity to build a healthier mind, spirit and body!

Our ability to deliver on our commitment to community however, doesn't occur alone.

In fact, the theme of our meeting is Together Toward Tomorrow. In the spirit of togetherness, we invited a few of our community partners here today to

recognize the key role they played in our success over the past year, and to let them tell you, in their own words, why they choose to partner with the Y