



Central Maryland  
2014 Annual Report  
**IMPACT 2020**

A Bold, New Vision  
Built on a Strong  
Foundation

Health & well-being for all



**Total health & well-being** is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

– World Health Organization



Dear friends,

Seven years ago, we launched our strategic plan, *A Healthy Y for a Healthier Central Maryland: VISION 2015*. While far-reaching and ambitious, VISION 2015 was in essence a road map to community relevance and a more significant footprint. It provided the infrastructure needed to more fully realize our potential. Like any good strategic plan, however, VISION 2015 was not intended as a means to an end, but rather the means to an even better beginning, a new vista from which to continue the climb toward greater community impact.



Our new Strategic Plan, IMPACT 2020, is that new vista and it is enabled by the hard work of many talented and dedicated volunteers, partners and Y professionals who brought us to this exciting next chapter. IMPACT 2020 is the culmination of a volunteer-led, year-long strategic planning process including dozens of stakeholders and extensive market research, and it reveals opportunities for bold new leadership around these three seminal tenets:

- Early childhood education, youth development and closing the achievement gap are *investments* in a strong tomorrow.
- Healthy living and well-being, beyond fitness and nutrition, are *investments* in a thriving community.
- Social responsibility is an *investment* in the quality of life and sense of belonging for individuals, organizations and communities.

2014 was a year of transitions. It was the year we closed the book on one strategic plan and wrote another. It was the first full year of operating our two newest Ys in Arnold and Towson. We opened 16 new Head Start Centers in 2014, added four new Community Schools and secured nearly \$9 million in new grants to support healthy youth development. We also raised a record \$1.5 million for our *Give Every Child a Chance* annual campaign, and so much more.

**This report celebrates those accomplishments and gives you a good glimpse into our new and bold vision for the future, called IMPACT 2020.**

We are deeply indebted to the many volunteers and Y professionals who worked hard to develop IMPACT 2020 and to their commitment to the health and well-being of our entire community. We are mindful too that their work rests on the shoulders of those who brought us to this point, especially our friend and Executive Vice President, Bob Brosmer, to whom this report is dedicated.

All the best,

A handwritten signature in black ink, appearing to read 'Bonnie Phipps'.

Bonnie Phipps  
Chair of the Board

A handwritten signature in black ink, appearing to read 'John K. Hoey'.

John K. Hoey  
President & CEO





Our prior Strategic Plan, Vision 2015, written in 2009, allowed us to broaden our footprint and expand the presence of the Y in thousands of lives. With a sharp focus on quality and stability, we are now in a position to leverage these investments to have even greater impact on more families, children and individuals of this region.

Here's just a tiny glimpse of what we've achieved together since Vision 2015 was first written six years ago.

## A look at what we



Orioles Center fielder, All-Star and former Y kid, Adam Jones has consistently stepped up to the plate to lead our *Give Every Child a Chance* annual campaigns.



Four new Family Centers were added including the Greater Annapolis Family Center in Arnold, our first in Anne Arundel County, and the new Orokawa Family Center in Towson (pictured here).

Our Head Start program was named one of ten Centers of Excellence nationally by the U.S. Department of Health and Human Services.

We added 16 new Head Start sites, giving us a total of 33 preschools (Head Start and traditional preschools) across the region, helping to prepare 2,000 young children annually to enter kindergarten prepared to succeed.



### Since the launch of Vision 2015 in 2009:

- From 59,814 total members to 103,801 in 2014
- From 37,195 youth served to 106,345



Our Turkey Trot Charity 5K became a signature regional event, uniting more than 10,000 people in health and goodwill on Thanksgiving morning, raising critically needed funds to support struggling families throughout Central Maryland, with over \$500,000 raised in 2014 alone.



# have achieved together.

- From \$800,000 raised in Annual Giving support to \$1.5 million
- From 4% member giving to 9%
- From 52% Strongly Agreeing that *"The Y makes my community a better place,"* to 65% Strongly Agreeing



The Harry and Jeanette Weinberg Foundation awarded the Y a two year, \$700,000 grant in support of our Youth Development work in Baltimore City. This investment directly impacts children and families living at or below Federal Poverty Level.



Two new Swim Centers were added.



Four Family Centers were expanded and completely renovated including the Y in Catonsville (pictured here).

BUILDING ON OUR MOMENTUM

# Introducing **IMPACT 2020**

## A Bold, New Strategic Vision

Impacting over 350,000 Central Marylanders, the Y will provide bold leadership in advancing a holistic approach to well-being that strengthens the community's commitment to healthy living, youth development and social responsibility. We will actively engage the community to measurably improve well-being and the value of the Y in the lives of families, individuals and communities throughout Central Maryland.





# IMPACT 2020

## Investing in the Health & Well-being of Children, Families and Health Seekers



Central Maryland | It's deeper here™

# Investments in a Stronger Tomorrow: Early Childhood Education, Youth Development and Closing the Achievement Gap

Maryland consistently receives high marks for academic quality and performance when compared to other states. However, it also has one of the most dramatic achievement gaps, as its disadvantaged students (who live primarily in poorer neighborhoods) continue to lag far behind their more affluent peers.

From a very young age, underserved children are arriving at school without the preparation, and the social and cognitive skills needed to achieve in the school setting.

This deficiency only widens over time, resulting in 96% of the state's highest income students graduating from high school compared to an unacceptably low 63% of students in the lowest economic quartile graduating.

**“Our Board and staff guide all Y employees to understand their role is to develop young people. From the janitors to the lifeguards to the teachers-- all are committed to the same mission. Programs are just tools to effect change. It is the focus and motivation of the staff that brings our mission alive.”**

– Tom Brandt  
Board of Directors and IMPACT 2020 committee member  
Senior Vice President & Chief Financial Officer  
Telecommunication Systems, Inc.





### Youth Development Strategy I:

The Y will reach over 120,000 children and youth with experiences that positively impact well-being, stronger family engagement and more effective whole child development.

#### Goals:

- Improve our ability to actively engage families in their children's development and well-being.
- Establish and measure core outcomes for each age group of children we serve.
- Significantly increase awareness of Y Youth Development programs and our impact on children, youth and families in the region.

### Youth Development Strategy II

The Y will partner with schools, families and community organizations to narrow the achievement gap and to help every child and youth with whom we work succeed in school and life.

#### Goals:

- Increase the level of school readiness of low income children whom we serve in our early childhood programs.
- Expand efforts to reach at-risk youth and provide meaningful Out of School Time programming that helps maintain grade level competencies and reduces the risk of falling behind academically and socially.

# YOUTH DEVELOPMENT

## Investments in a Thriving Community: Beyond Fitness and Nutrition to Healthy Living and Well-Being

The ability for a health care system to reduce costs and address the social determinants of health are greatly enhanced when it is well integrated with the resources available in the broader community where people live, learn, work and play.

The Y in Central Maryland is well positioned to partner with health care providers in the region to help support behaviors and provide education to improve health and fitness metrics that affect lifestyle change and reduce the risk of chronic disease.

Together, we can make a difference in the health and well-being of thousands of Marylanders.

**“ Given its big footprint, strong community presence and focus on prevention, the Y is perfectly positioned to create partnerships with schools and health care organizations that ignite real change in the health of individuals and the overall health of our community.”**

– Maria Harris Tildon  
Senior Vice President, Public Policy & Community Affairs  
CareFirst BlueCross BlueShield



## Healthy Living Strategy I

The Y in Central Maryland will collaborate with like-minded partners in the region to promote a healthy lifestyle, with a focus on helping people achieve and maintain a healthy weight.

### Goals:

- Collaborate with like-minded partners to provide guidance and education, screenings and seminars to help people understand how to take responsibility for a healthy lifestyle.
- Collaborate with like-minded partners to provide prevention services, programs and education to decrease the onset of chronic disease, improve the quality of life for individuals, and assist health care partners in reducing preventable admissions, decreasing readmissions and lowering the cost of treatment.
- Be intentional in understanding and addressing the opportunities associated with the health of kids, families, seniors and health seekers.

## Healthy Living Strategy II

The Y in Central Maryland will define healthy living to be more than fitness and nutrition and create experiences that impact all the dimensions of well-being, wherever people engage with the Y.

### Goals:

- Reposition the Y, and all its programs, as the place where people get centered through meaningful engagement and a clear focus on well-being for themselves and their family.
- The Y will extend its reach in Central Maryland by opening new Y family centers, expanding existing Y family centers, increasing Y Youth Development sites and community programs.

# HEALTHY LIVING

## An Investment in the Quality of Life and Sense of Belonging: Our Social Responsibility

Deep down, all of us desire a sense of belonging and look for ways to be part of a broader, more diversified and inclusive community. As life has become more complicated and fragmented, and as neighborhoods become more homogenous, this pursuit eludes many.

The Y in Central Maryland is challenged to move from being “in” the community to becoming “part” of the community.

We will focus on being one of the key resources in the region for individuals and communities to fulfill personal and collective needs and goals. We will be intentional about our impact to ensure that we are helping to create measurable, positive change.

**“ Given its mission, scope and scale , perhaps no other organization in the state is as well-positioned to facilitate true community engagement and social change. It’s a huge opportunity for the Y.”**

– Donna C. Wilson  
Board of Directors, IMPACT 2020 Co-chair  
Senior Vice President  
Strategic Planning & Communications  
Chesapeake Employers’ Insurance Company



## Social Responsibility Strategy I

The Y will redefine membership to promote a more inclusive, diverse and healthy community to enhance the well-being of Y participants and the community at large.

### Goals:

- Redefine the membership experience so that everyone we reach has a sense of belonging to the Y Community, regardless of program or site.
- Connect and engage a broader cross section of people by bringing the Y's assets and resources to the community in a more accessible, comprehensive way.

## Social Responsibility Strategy II

The Y will actively engage with the community and other organizations to drive higher levels of civic engagement and community investment.

### Goals:

- Become the platform of choice to dramatically increase the number of opportunities for people of all ages to engage in meaningful volunteer work.
- Significantly increase the funds raised to support the Y's work with low income families and youth to achieve its strategy.
- Responsibly advocate for public policy and regulations that support the Y's focus on healthy living, youth development and social responsibility.

# SOCIAL RESPONSIBILITY



# The Changing Healthcare Landscape and the Y's Leadership Opportunity Within It

About 120 volunteer, community and Y staff leaders gathered for our 2014 Annual Meeting at the Orokawa Y in Towson this past May. The morning was a celebration of our wonderful volunteers and of our collective accomplishments over the past year. It featured a panel discussion on the *"Changing Healthcare Landscape and the Y's Opportunity Within it."* The panel was comprised of our Board Chair, Bonnie Phipps (CEO of Saint Agnes Hospital), Chris D'Adamo, Ph.D. (University of Maryland School of Medicine & The Institute for Integrative Health) and Jonathon Lever (Vice President, Health Strategy & Innovation, Y USA). John Hoey, President & CEO of the Y in Central Maryland served as moderator.

The panel focused on the Affordable Care Act and the impact it is having on the delivery of health care. The growing focus on preventing chronic diseases and conditions was noted as was the need to rethink how care gets delivered going forward. All the panelists made the point that the Y can be at the center of this movement and radically impact health in our community by collaborating with various stakeholders to shift the very notion of health care from "sick care" to one of prevention.

It was really an exciting and empowering discussion which perfectly set the stage for IMPACT 2020.



Left to right: John K. Hoey, Jonathon Lever, Bonnie Phipps, Chris D'Adamo.



# A Salute to Our Wonderful 2014 Volunteer Award Winners

We are greatly enabled to seize the opportunities before us by the selfless dedication of our many volunteers and partners, 10 of whom were honored at the 2014 Annual Meeting.

## Outstanding Community Board Leadership

2014 Winner:  
Matt Rickeman  
Columbia Bank  
Chair, Carroll County  
Community Leadership Board



## Outstanding Community Outreach and Engagement

2014 Winner:  
Sandy Cooke  
DEX Imaging  
Northern Baltimore County  
Community Leadership Board



## Volunteer Instrumental in Supporting the Y's Critical Mission

2014 Winner:  
Matt Martin  
PNC Bank  
Association Board of Directors  
Chair, Philanthropy Committee



## Outstanding Partnership Award

2014 Winners:  
Harry T. Campbell Family Foundation  
Dr. Annette Anderson,  
Elmer A. Henderson School,  
A Johns Hopkins Partnership School



## Volunteer Instrumental in Helping Develop and Improve Y Programs to Meet Community Need

2014 Winner:  
Donna Wilson  
Chesapeake Employers' Insurance Company  
Association Board of Directors  
Co-chair, IMPACT 2020 Strategic Planning Committee



## Volunteer Instrumental in Supporting Positive Change for a Stronger Future

2014 Winner:  
Mitch Halbrich  
Randstad Professionals  
Association Board of Directors



## Geraldine Young Distinguished Service to Youth

2014 Winners:  
Izzi and Bruce Cleland  
The Orokawa Foundation  
Northern Baltimore County  
Community Leadership Board



## Rookie of the Year

2014 Winner:  
Jimmy Lien  
Cintas  
Northern Baltimore County  
Community Leadership Board



# 2014 in Review

Together with our wonderful volunteers, donors and many friends, we accomplished so much for our cause.

## Youth Development

Over **4,000 kids** streamed into more than **20 Y camp and summer learning sites** across Central Maryland. About **25%** of these kids were **only able to participate** due to the **generous support** of our *Give Every Child a Chance* donors and funders.

**130 High School students** from across the state participated in **Youth & Government**, learning to run our state government, arguing bills, electing leaders and **demonstrating what democracy at its best** is all about.

After months of planning and collaboration, we **doubled our Head Start work** in Baltimore City as part of a new city-wide strategy to provide comprehensive services to the **most economically challenged young children** and their families. The expansion allows us to reach **1,338 children in 26 Head Start locations** in Baltimore City and County. Another **six “traditional” Y Preschools** serve **600** young children and families across the region.

We were awarded **four new Community Schools grants**, bringing the total number of Y Community Schools to **nine** and total number of students served in Y Community Schools to **over 5,700**.

**106,345** youth across Central Maryland participated in Y programs that help them **succeed in school and in life**.

## Healthy Living

Over **10,300 runners and 150 sponsors** participated in our annual **Turkey Trot Charity 5K**, helping us raise over **\$500,000** to help *Give Every Child a Chance*.

**103,801** people participated in assuring their health & well-being through their **Y memberships**.

**24,314 older adults** stayed active and connected through Y membership and programs.

**8,956** children and adults took swim lessons, learning to **safely enjoy the benefits of water exercise and fun**.



# OUR COMMUNITY IMPACT



# Social Responsibility

Orioles All Star Center Fielder **Adam Jones** served as Honorary Chair of our *Give Every Child a Chance* Annual Giving campaign, helping us raise **a record \$1.5 million, impacting over 5,470 children and families.**

**\$8,924,969** was awarded in new grants **supporting youth and families.**

**80 homeless teens** successfully completed the Y New Horizons II summer program, **learning life and work skills** with all the safety, support and camaraderie needed to help set these brave young people on life-changing paths.

**Y Summer Readers** at Elmer A Henderson, A Johns Hopkins Partnership School, **increased proficiency in reading above the national average** for students participating in this program.

The **Togetherhood volunteerism program** was launched providing food to seniors who have custody of their grandchildren.

**4,348 volunteers** helped to serve our charitable mission

All together, **291,210 lives** were **impacted by a Y experience** in 2014.



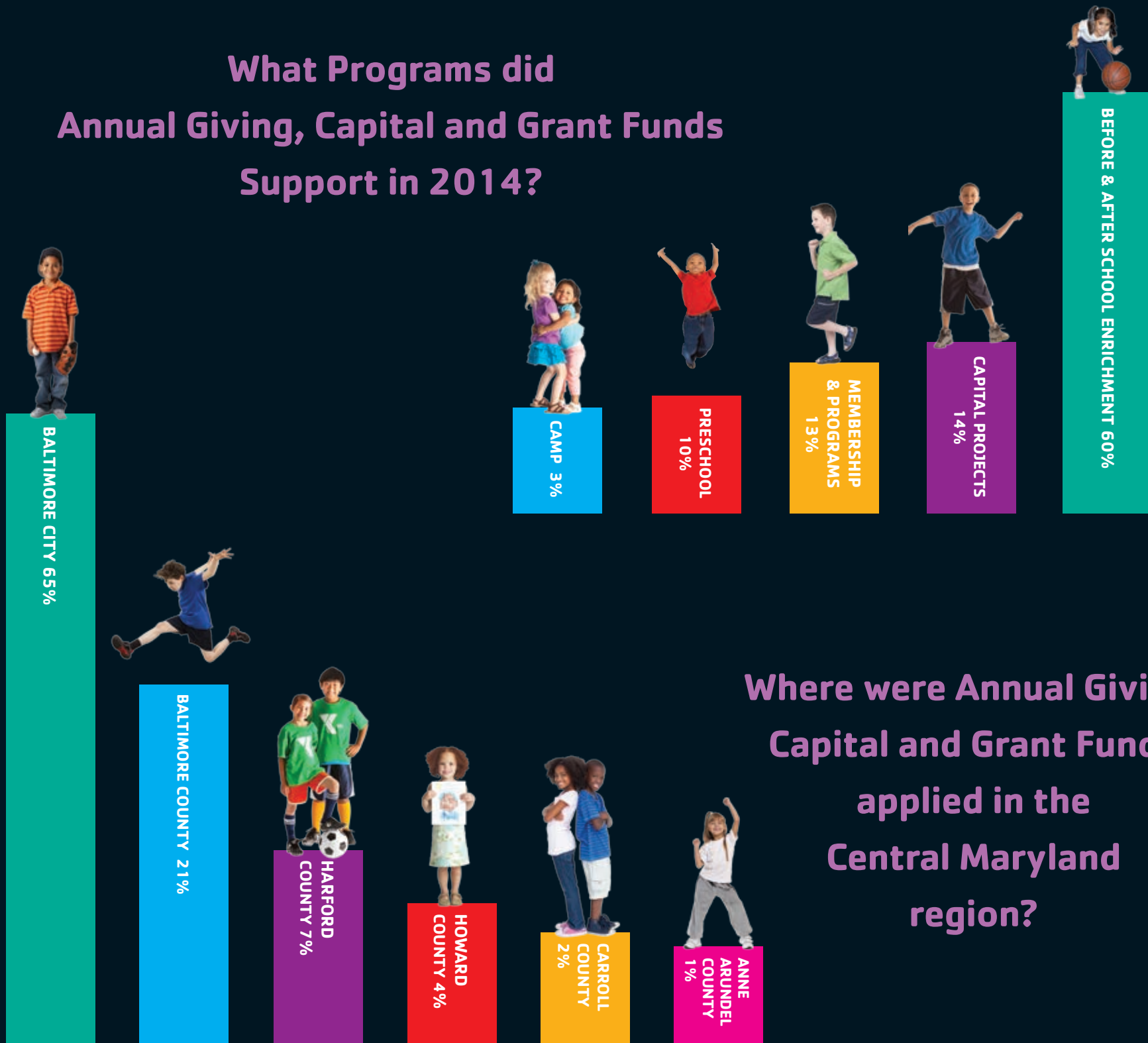
## Focus On Head Start

The Y in Central Maryland is a nationally recognized leader in Head Start, the federally funded program which promotes school readiness for low income and special needs children.

### In 2014:

- 86% of all Baltimore County Y Head Start children assessed as fully school ready based on the Maryland Model for School Readiness.
- 78% of all Baltimore City Y Head Start children assessed as fully school ready.  
  
(These numbers compare to 73% of all Head Start children in the state assessing as fully ready).
- 100% of all Y Head Start children were fully immunized by the end of the school year.
- 100% received medical exams.
- 90% live in households at the Federal Poverty Level.
- 62% of Y Head Start teachers were former Y Head Start parents themselves and got their professional training with Y support.
- All Y Head Start Centers were fully enrolled.
- More than \$3 million was raised as matching funds.
- More than 800 people (including parents) volunteered.

# What Programs did Annual Giving, Capital and Grant Funds Support in 2014?



Where were Annual Giving, Capital and Grant Funds applied in the Central Maryland region?

# The Y in Central Maryland Statement of Financial Operations

## Revenues

### Public Support

Contributions

2013

2014

\$4,292,826

\$ 4,844,097

Grants

\$10,949,592

\$12,893,409

**Total Support From Public**

**\$15,242,418**

**\$17,737,506**

### Membership and Activities

Membership Fees

\$21,588,185

\$ 25,935,971

Program Fees

\$13,234,214

\$14,195,147

**Total Membership and Activities**

**\$34,822,399**

**\$40,131,118**

Other Revenue

\$1,714,755

\$ 446,513

**Total Revenue**

**\$51,779,572**

**\$58,315,137**

## Expenses

Program Expenses

\$ 37,567,665

\$43,794,629

Supporting Services

\$6,999,833

\$7,287,658

Interest and Financing Costs

\$1,632,835

\$2,392,542

**Total Cash Expenses**

**\$46,200,333**

**\$53,474,829**

Depreciation / Amortization

\$ 3,387,808

\$4,738,864

**Total Expenses**

**\$49,588,141**

**\$58,213,693**

# IMPACT 2020 Committee

We wish to thank these dedicated Y volunteers who gave their time and expertise to develop this forward-thinking and exciting new strategic plan. Their work will have a profound impact on the overall health & well-being of tens of thousands of families, children and individuals in our region.

Steve Margolis, CareFirst BlueCross BlueShield  
(Committee Co-Chair)

Donna C. Wilson, Chesapeake Employers' Insurance Company  
(Committee Co-Chair)

David Andrews, Johns Hopkins University

Thomas Brandt, TeleCommunication Systems, Inc.

Mary Grace Chacos, Community Volunteer

Shannon Cosgrove, City of Baltimore

Chris D'Adamo, University of Maryland School of Medicine

Barbara Gassaway, The Research Group

Beth Sanbower Harbinson, Children's Scholarship Fund  
of Baltimore

Mary Jean Herron, Keswick Multi-Care

Linda Koban, Law Office of Linda Koban

Sharon Lacy, DinnerTime.com

Vincent Oakley, Northrop Grumman

Sallie Rixey, MedStar Franklin Square Hospital

Francesca Siciliano, Community Volunteer

Leslie Simmons, Carroll Hospital Center

Brian Stricker, The Baltimore Life Companies

Tracey Stuart-Paul, Atlantic Recycling Technologies

Harry Thomasian, Jr., Ernst & Young LLP

Ruth Heltne, Y Senior Staff Lead

Ann Quinn, Quinn Strategy Group (Consultant)



## Association Board

Bonnie Phipps (Chair), Saint Agnes Hospital  
Alan Cason (Vice Chair), McGuireWoods, LLP\*  
Leigh T. Howe (Treasurer), Windsor Healthcare Equities, LLC\*  
Mohannad F. Jishi (Secretary), M&T Bank\*  
Jonathan Ilsong Ahn, Esq.  
Kevin Anderson, University of Maryland  
David Andrews, Johns Hopkins University  
Anthony Brandon, WYPR-88.1 FM  
Thomas Brandt, TeleCommunication Systems, Inc.  
Gregory Cross, Venable, Baetjer and Howard, LLP  
Brian Dembeck, Johns Hopkins University  
David Dukehart, Merrill Lynch/Bank of America  
Barbara Gassaway, The Research Group  
Chester P. Godrick, PricewaterhouseCoopers LLP  
Mitch Halbrich, Randstad Professionals  
Jim Hayden, BDO USA, LLP  
Sharon Lacy, DinnerTime.com  
Timothy Leonard, Towson University  
David Lockhart, Boeing  
Steven Margolis, CareFirst BlueCross BlueShield\*  
Matthew Martin, PNC Bank\*  
Tom Mooney, O'Connor & Mooney Realtors  
Kenneth Moreland, T. Rowe Price Associates, Inc.  
Janese Murray, Exelon Corporation\*  
Creig Northrop, Long & Foster Real Estate, Inc.  
Vincent Oakley, Northop Grumman  
Brittany Pollard, Baltimore City Head Start  
Endya Rice, Baltimore County Head Start  
Sallie Rixey, MedStar Franklin Square Hospital  
Perry P. Savoy, Peristyle, LLC

Leslie Simmons, Carroll Hospital Center  
Brian Stricker, The Baltimore Life Companies  
Keith Sullivan, ArmadaGlobal  
Dwight Taylor, Stonegate Partners, LLC  
Harry Thomasian, Ernst & Young LLP  
Donna C. Wilson,  
Chesapeake Employers' Insurance Company\*

\*member, Executive Committee



## Community Leadership Board Chairs

Anne Arundel County – David Fries, Praxis Engineering  
Northern Baltimore County – Lori Rogers,  
Molly Manners Maryland  
Southern Baltimore County – Matt Roberson, SC&H  
Capital | SC&H Group, LLC  
Harford County – Jerry Marquez, R.W. Baird  
Howard County – Tim Sylvia, Johnston, Murphy  
& Sylvia, LLC  
Carroll County – Matt Rickeman, Columbia Bank  
Baltimore City – Andrea Jackson, DPN Group, LLC

## Executive Operating Team

John K. Hoey, President & CEO  
Christine Ader-Soto, Senior Vice President,  
Early Childhood Development  
Michelle Becote-Jackson, Senior Vice President,  
Youth Development & Social Responsibility  
Jill Black, Vice President, District Operations  
Robert J. Brosmer, Executive Vice President  
Dawn Chrystal-Wolfe, District Executive Director  
Roikensha Craig, Executive Director,  
Baltimore City Head Start  
Debra Einstein, Annual Campaign Director  
Derryck Fletcher, Vice President, Youth Development  
Suzanne Green, Vice President, District Operations  
Ruth Heltne, Vice President, Healthy Living & Strategic  
Partnerships  
Tim Hogan, Chief Human Resources Officer  
Beverly Landis, Vice President, District Operations  
Sara I. Milstein, Chief Marketing & Advancement Officer  
Bob Moss, Chief Operating Officer  
Gail Reich, Executive Director,  
Baltimore County Head Start  
Sherrie L. Rovnan, Chief Financial & Administrative Officer  
David Schuetz, Vice President, Capital Project  
Management  
Tammy Sisson, Vice President, Membership Development  
Lana Smith, Vice President, Youth & Family Experience  
Eric Somerville, District Executive Director  
Jeff Sprinkle, Chief Philanthropy Officer  
Mario Trescone, Vice President, Market & Operations  
Analysis  
Ryan Trexler, Vice President, Quality & Risk  
Management  
Jeremy Trimble, Vice President, Controller  
Eric T. Williams, Vice President,  
Human Resources  
Rebecca Zahn, Executive Director,  
Early Childhood Development & Quality





**The Y in Central Maryland is a charitable organization dedicated to developing the full potential of every individual through programs that build healthy spirit, mind and body for all.**

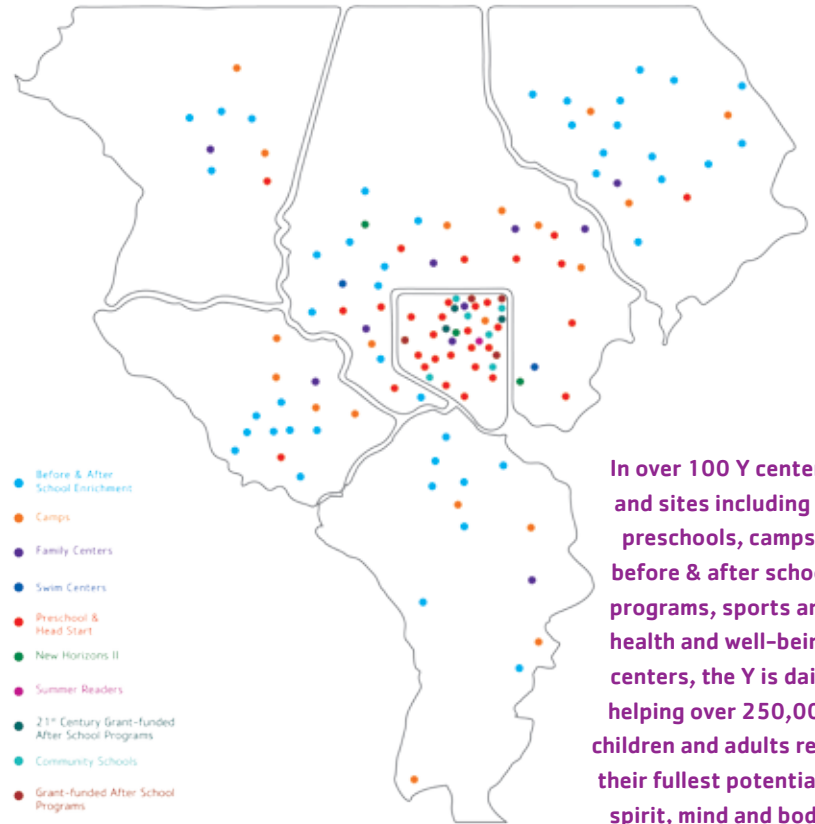




(The much anticipated Mud Hike, Y Camp Hashawa, Carroll County)



## The Y in Central Maryland



In over 100 Y centers and sites including Y preschools, camps, before & after school programs, sports and health and well-being centers, the Y is daily helping over 250,000 children and adults reach their fullest potential in spirit, mind and body.



**ymaryland.org**  
303 W. Chesapeake Avenue  
Baltimore, Maryland 21204  
443.322.8622