the YMCA

ARMED SERVICES YMCA



2025 ANNUAL **REPORT**

LETTER
FROM THE CEO

William French, Vice Admiral, USN, Ret.



Throughout our long history, the Armed Services YMCA has adjusted course to serve military members and their families at every stage of their journey, no matter where that journey leads them. The only constant in life is change, and our ability to adapt has forged an unbroken line of service to military families stretching back to 1861.

We have heard firsthand from families about their struggles with finding child care, and how the isolation and strain of military life have led many to consider leaving the service. The need for affordable, high-quality child care continues to grow as local, national, and global forces place pressure on the finances and security of hard-working military families. When accessible care falls short, it becomes a significant barrier to continued military service.

To close the child care gap for military families, we partnered with the Department of War to open a new Child Development Center in Norfolk, Virginia, and will open another in Arlington, Virginia in May 2026, and a third in Virginia Beach in October 2026. By developing state-of-the-art child care facilities, we are actively addressing long-standing child care shortfalls across our military communities. Our Child Development Centers expand capacity and access to quality early childhood education, ensuring military members remain secure in the knowledge that their families are cared for while they answer the call of duty.

None of this essential progress would be possible without the dedication of our volunteers, the tireless work of our staff, and the unwavering support of our donors. You are the heart of the Armed Services YMCA—champions of hope, stability, and community for every military family we serve.

On behalf of all of us at the Armed Services YMCA, thank you for believing in our mission, for providing the seeds from which all growth is possible, and for investing in the well-being of our military community.

OUR MISSION

Enhance the lives of military members and their families in spirit, mind, and body through programs relevant to the unique challenges of military life.

OUR MARKS OF TRUST

Charity Navigator
FOUR-STAR

Platinum Transparency
Candid.





LETTER
FROM THE CHAIRMAN

Robert Brooks Brown, General, USA, Ret.

On behalf of the Board of Directors, I want to extend my heartfelt gratitude to our loyal partners and friends who continue to stand with the Armed Services YMCA as we grow and adapt to meet the changing needs of military families. Our ability to remain responsive, agile, and effective is what has forged an unbroken line of support for our nation's heroes over the past 165 years.

Military families face many challenges including frequent moves, long separations, employment challenges for spouses, and uncertainty about the future. Socioeconomic pressures continue to stretch household budgets, while inadequate access to affordable child care erodes family resilience, and by extension, our national security and force readiness. When basic needs like child care become daily barriers to service, military members begin to consider whether staying in the military is the right decision for their families.

To directly confront this child care shortfall, we are proud to work with the Department of War to open state-of-the-art Child Development Centers. By providing access to high-quality care in the communities where our troops serve, we enable spousal employment and higher education that supports financial security, set children up for success with a head start on academic excellence, and ensure military families remain in service and on mission.

In 2025, our our early childhood education programs grew to serve an additional 3,700 children, and the future will see this growth continue. As the scale and scope of our organization grows, we remain committed to both efficiency and effectiveness, investing in the tools, services, and facilities required to make a lasting impact. None of this progress happens by chance; it is made possible by stakeholders and donors who believe in putting military families first.

I am continually inspired by the passion of our service members and their families to take on new sacrifices in the name of freedom. I ask you to honor those sacrifices by continuing your investment in their strength and resiliency. For your trust and ongoing support, we are eternally grateful.

MISSION HIGHLIGHTS

FOOD SUPPORT

Inflation and high rates of spousal unemployment continue to exacerbate financial instability for military families struggling to put food on the table. The financial strain is significant, with 40% of military families reporting low or very low food security. Food pantries now exist near every major military installation we serve, and in 2025, all Armed Services YMCA branches provided assistance to help vulnerable families facing food insecurity.

The Armed Services YMCA provided over 4.2 million pounds of food to 157,000 military-connected families.

CHILD CARE

Accessible, affordable, and high-quality child care remains a common struggle for military families. While affordable child care is a national issue, it is even more vital for service members, who move often, work irregular hours, or live far from extended family and friends. Armed Services YMCA child care programs provide a trusted foundation on which military families can rebuild their stability, regardless of how far from home they are.

The Armed Services YMCA served 19,000 children, providing more than 550,000 child care services to military families.

YOUTH DEVELOPMENT

The military child experience is unlike any other, and the Armed Services YMCA childhood education and resiliency programs remain in high-demand year over year. From the littlest learners to the fearless resident campers, military children enhanced bonds with parents, developed character, and learned invaluable resiliency skills through the Armed Services YMCA Youth Programs.

The Armed Services YMCA's Youth Programs served over 28,000 children and parents and provided 239,000 points of service.

EDUCATION SUPPORT

Most military children will move nine times before they graduate high school, causing many to experience learning loss, isolation, and low self-esteem. These children also play a critical role in their families, caring for an injured parent or helping watch younger siblings. Operation Hero helped military kids adjust to these unique struggles and excel in school, while never feeling alone.

The Armed Services YMCA served 1,000 children, providing 21,000 points of service to military children struggling to cope at school or home.

2025 DONOR IMPACT

Your Dollars at Work Helping Military Families

1.3M
POINTS OF SERVICE

108
MILITARY INSTALLATIONS SERVED

550K
CHILD CARE SERVICES

4.2M
POUNDS OF FOOD

239K
YOUTH PROGRAMS POINTS OF SERVICE

16K
MILITARY CHILDREN ATTENDED CAMP

398K
MILITARY-CONNECTED MEMBERS & THEIR FAMILIES SERVED

84K
VOLUNTEER HOURS

CORE PROGRAMS & SERVICES

OPERATION HERO
A no-cost after school enrichment program designed to help military kids navigate change, build social skills and grow academically.

OPERATION LITTLE LEARNERS
An interactive early learning program that offers parents and their preschoolers an opportunity to connect, learn and grow.

CHILD CARE & DEVELOPMENT
Accessible, affordable, high-quality child care for ages 6 months to 12 years, positively impacting child development and military spouse employment.

OPERATION KID COMFORT
Custom, handmade photo transfer quilts, pillows, and Lovies to help military children cope with the separation of a parent's deployment.

OPERATION CAMP
Day camps, overnight camps and family camps that nurture healthy living and social bonding while making memories that last.

CHILDREN'S WAITING ROOM
Child care services located inside military hospitals and clinics that allow parents to attend physical and mental health appointments.

OPERATION HOLIDAY JOY
Special moments that bring extra joy to military families during the holiday season from toy drives to sharing meals together.

OPERATION RIDE HOME
Financial assistance for junior enlisted members and their families to travel home for the holidays and reconnect with loved ones.

FOOD AID & ASSISTANCE
Nutritious food, baby care, and household items, plus emergency assistance to help support military families during a crisis.

OUR REACH



1.3M POINTS OF SERVICE

28 YMCA AFFILIATES

12 ARMED SERVICES YMCA BRANCHES

108 INSTALLATIONS SERVED

FINANCIAL STATEMENTS

2025 ASSETS

Cash and cash equivalents	$ 9,716,137
Receivables, net	6,842,258
Investments	38,048,572
Prepaid expenses and other assets	739,114
Operating right-of-use assets, net	27,523,438
Property and equipment, net	40,891,233
Total Assets	**$ 123,760,752**

LIABILITIES AND NET ASSETS

Liabilities:	
Accounts payable	$ 6,439,515
Accrued and other liabilities	3,637,758
Deferred revenue	18,806,892
Operating lease liabilities, net	32,372,536
Notes payable, net	6,309,742
Total Liabilities	**$ 67,566,443**
Net assets:	
Without donor restrictions	49,508,581
With donor restrictions	6,685,728
Total Net Assets	**$ 56,194,309**
TOTAL LIABILITIES & NET ASSETS	**$ 123,760,752**

2025 SUPPORT & REVENUE

SUPPORT

Donated services, materials and facilities	$ 7,192,025
Contributions and grants	12,721,973
Individual contributions	5,498,533
Government contracts and grants	9,818,521
United Way	69,546
Total support	**$35,300,598**

REVENUE

National Council allocation	$ 1,800,000
Program service fees	6,788,389
Rental income	836,503
Interest and dividends, net of fees	1,130,020
Sale of materials and services	1,469,521
Residence and related services	344,619
Other	442,707
Membership dues	2,471,248
Total revenue	**$ 15,283,007**
TOTAL SUPPORT AND REVENUE	**$50,583,605**

2025 FUNCTIONAL EXPENSES

Program services	$ 40,989,019
Management and general	8,893,138
Fundraising	7,815,981
TOTAL EXPENSES	**$ 57,698,138**

2025 OTHER CHANGES

Net realized/unrealized gains on investments, net of reserve draw	4,007,578
CHANGE IN NET ASSETS	**$ (3,106,955)**

THANK YOU TO OUR PARTNERS

Our sponsors and partners enable the Armed Services YMCA to provide more programs and services to more junior enlisted military families across the country. We are grateful for their commitment, generous support and advancement of our mission to strengthen our military family.

CORPORATE GIVING & FOUNDATION GRANTS

CHAIRMAN'S CIRCLE

American Airlines

NAVY FEDERAL Credit Union

Lilly Endowment Inc.
A Private Philanthropic Foundation

LOCKHEED MARTIN

USAA®

FIVE STAR PARTNERS

gm

TriWest Healthcare Alliance

FOUR STAR PARTNERS

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Sodexo Stop Hunger Foundation

Y Retirement

THREE STAR PARTNERS

Aquarian Holdings
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Veterans United Foundation

TWO STAR PARTNERS

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ONE STAR PARTNERS

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Express Scripts by Evernorth
Global Credit Union
Humana Military
Normandy Group
Pitney Bowes
Umoja

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COL Patricia Mulcahy USA, Ret.
Ms. Janet Muniz
Mr. Clifford Nickerson
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Ms. Marian O'Donnell
Ms. Meg O'Grady M.Ed.
Dr. Terri Osborne
Mr. Daniel Ostermann
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Col Terri Page USAF, Ret.
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Lt Col W. Willard Jr., USA, Ret.
Mr. Edwin Woods
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Mrs. Amy Zemp

OUR LOCATIONS

NATIONAL HEADQUARTERS

Armed Services YMCA of the USA
14040 Central Loop, Suite B
Woodbridge, VA 22193
800-597-1260 | asymca.org

Executive Officers

William French, Vice Admiral, U.S. Navy, Ret.
President & CEO

Charles Williams, Rear Admiral, U.S. Navy, Ret.
Chief of Staff

Laura Tate-Smith
Chief Financial & Administration Officer

Dorene Ocamb
Chief Development & Marketing Officer

Ashish Vazirani
Chief Operating & Programs Officer

Melissa Kelley
Chief Human Resources Officer

Jonathan Moffa
Chief Information Officer

ARMED SERVICES YMCA BRANCHES

AK **Alaska**
10449 Luke Ave.
JBER, AK 99506
907-552-9622

CA **San Diego**
3293 Santo Rd.
San Diego, CA 92124
858-751-5755

CA **Camp Pendleton**
200090 Ash Rd. & Wire Mountain Rd.
Camp Pendleton, CA 92055
760-385-4921

CA **Twentynine Palms**
Bldg. 693 Del Valle Dr., Suite 102,
Twentynine Palms, CA 92278
760-830-7481

HI **Hawai'i**
1260 Pierce Street, Suite 145
Pearl Harbor, HI 96860
808-473-3398

KY **Fort Campbell**
3068 Reed Ave.
Fort Campbell, KY 42223
270-798-7422

MO **Fort Leonard Wood**
13900 Replacement Ave.
Waynesville, MO 65583
573-329-4513

NC **Fort Bragg**
2411 Rodney Trail #2
Fort Bragg, NC 28307
910-436-0500

TX **El Paso**
7060 Comington St.
El Paso, TX 79930
915-263-7163

TX **Killeen**
110 Mountain Lion Rd.
Harker Heights, TX 76548
254-690-9622

VA **Hampton Roads**
1465 Lakeside Rd.
Virginia Beach, VA 23455
757-363-1884

WA **Pacific Northwest**
13900 Replacement Ave.
Waynesville, MO 65583
573-329-4513

NATIONAL BOARD OF DIRECTORS

The Armed Services YMCA's National Board of Directors is comprised of leading national volunteers who provide fiduciary oversight, insight, and expertise to help advance the mission and grow the organization. Whether it's their time, talent, or financial support, the Armed Services YMCA is grateful for all they invest in support of our military families.

Executive Board Members

- **Chairman:** Robert Brooks Brown, General, U.S. Army, Ret., President & Chief Executive Officer, AUSA
- **Vice Chairman:** Jason Evans, LTG, USA, Ret.
- **Secretary:** Charlotte La Belle, USA, Vet., Head of Global Military Affairs, Amazon
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- Pam Swan, VP, Military Relations & Business Development, Veterans United Home Loans
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- Jay Gothard, BGEN, USA, Ret., Board Chair, Armed Services YMCA Fort Bragg
- Joel Vargas, LCDR, USN, Ret., Board Chair, Armed Services YMCA Hampton Roads

WHO WE ARE

For 165 years, the Armed Services YMCA has been easing everyday life for military families carrying the quiet weight of service. As an extended family for military families, we provide financial relief, affordable child care, and a life-changing community of support, especially for those who are earliest in their careers, raising children on the tightest budgets. With the goal of making our services available at every base and installation across the United States, we will ensure more military families have the stability and support they need to thrive, everywhere they serve.

www.asymca.org

the YMCA

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