



Phantom Lake YMCA Camp 2011 Annual Report

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End of summer – 2011

Jeff Spang, CEO Phantom Lake YMCA Camp

Most kids will tell you, summer ends too quickly. I have to agree. As I reflect back on this summer and summers past, I am awed at the powerful and positive impact camp has on our campers. Instead of being connected to the Internet, they are connecting to each other. Instead of being what everyone wants them to be, they discover who they are. Even on some of the hottest and rainiest days, pure joy is apparent on the faces of our campers. Whether they are performing in the talent show, noodle jousting or just hanging out on the porch at Alford lodge, Phantom Lake YMCA campers are having a great time.

Here are some of the highlights from the summer of 2011:

Clean Safety Record – Thanks to our nursing staff we again had a clean safety record and were free of major incidents. This was significant in light of the extreme heat and high attendance this year. A special thanks to Sherry Will who coordinated all of our volunteer nursing staff.

The Carman Welcome Center welcomes campers – The most noticeable change to Phantom Lake YMCA camp this year was the construction of the Carman Welcome Center. Phase 1 was completed in time for campers to begin using the new shower house facility. Fundraising is underway for the completion of the upper level that will provide a much-needed indoor facility for our camp program.

Sound Financial Health – For five straight years the financial statements for camp have been positive. National surveys tell us that the recession has hit camps hard. Too many camps shut their doors for good in these tough financial times. Our board understands that our financial health is key to the long-term success and viability of camp. We are committed to being good stewards of the gifts entrusted to us.

Counselors who are the best in the business – The reason kids at Phantom have such life changing experiences is because we have the best staff in the business. New buildings are nice, but the success of any camp comes down to quality staff. With so many former campers wanting to serve camp as counselors, we are able to hire the very best staff and invest in their training. This is the real reason why over 75% of our campers keep coming back year after year compared to a national average of 54%.

One of my favorite quotes hangs over the dining hall

“Sometimes the best way to figure out who you are is to get to a place where you don’t have to be anything else.”

There is something special that happens at Phantom – you don't have to worry about people accepting you for who you are – they just do. This is a place where backgrounds don't matter, true friendships flourish and kids get to discover their genuine self. A desire to see these experiences available to future generations is what motivates the volunteers, staff and board members of Phantom. Those who really understand how truly special this place is choose to “pay it forward” and give back with their time and money. We have had a lot of exciting building projects and tremendous enrollments over the last few years, but the most important measure of achievement is the experience of the campers. As I look back at the successes of this summer and the plans for the future, it is this positive experience of the campers that will continue to drive us forward.

Jeff Spang, Fall 2011



My daughter absolutely loves Phantom. She wears her Phantom gear at least once a week to school. I smile when I hear her singing Phantom songs. Thank you Phantom!” – Parent

Message from the Chair – Walt Stewart

2011 has been a great year for Phantom Lake. The financials continue to be solid. Our customer satisfaction appears to be high. And we have a new building that, when finished, will meet current and new needs.

The Board of Directors, however, is not content just with current satisfaction. Our responsibility is to look forward and to promote the camp's future. The mission statement stresses improvement, and we want to continue to improve toward excellence.

We all know that combining a serious purpose with good intentions does not amount to a plan of action. We need a plan which tells us where to go and how to get there. Put another way, how will we know excellence when we see it?

A nonprofit organization uses a strategic plan much like a business organization uses a business plan. The strategic plan helps the organization to focus its time, talents, and resources on the objectives which best reflect its mission.

By the time you read this message, our Board will be well on the way toward adopting a strategic plan. You can expect the plan to address a number of issues:

1. How well do our current programs, operations, and facilities meet the needs of our target population? Just what are we doing for our people and why are we doing it? When I was a camper, we had long since dropped daily Bible study, but we had never heard of a zip line. Very few people had heard of Family Camp, but now it is a rapidly expanding part of our summer program. We love the traditional aspects of camp life and we should never lose a good tradition. But we must constantly look to update and innovate as the needs arise.

2. How do we keep the individual connected to camp, not just during the months of summer attendance, but throughout the year, and throughout the rest of the individual's life? Our mission applies to the whole individual and throughout that individual's whole life. What can we do, and what should we do, to make the individual part of camp after the individual leaves camp, and to keep camp inside the individual?

3. *How can we maintain and improve the way camp communicates with its community?* We know that our website is the key tool by which campers and parents communicate about programs, register for sessions, and shop at our e-store. We know that alumni monitor the alumni website. We need to be prepared with the communication methods which you want to use, not just those methods which may seem most convenient for the camp's operations.

While a strategic plan must focus on the mission with certainty, it must also be flexible to meet changes in the market and the expectations of the people we serve. We have a foundation of 115 years of tradition and success. The plan will be our commitment to excellence as we look toward the next 100 years.

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The Carman Welcome Center – A Brief History

2005 An anonymous donor gives camp \$250,000 for a “shower house”

2008 Various options are explored. None meet the budget and the board considers additional fund raising

2009 – 2010 with the economy worsening and construction at a stand-still the properties committee continues to review different designs.

2010 At the spring retreat the board selects a design and the Properties Committee begins getting proposals for the project. The location is determined to be on the same site as the pole barn and the board votes to name it the Carman Welcome Center

June 2010 – the caretaker’s house is removed. The pole barn is emptied and the structure is sold and removed.

September 2010 – The board reviews the proposal and final design by Canfield Construction and votes unanimously to move ahead with the project with the caveat that no money be borrowed to fund the construction.

February 2011 – Site preparation begins and the foundations are poured. Construction continues at a rapid pace with the goal to have the first phase of construction completed for the opening of Camp

June 2011 – An occupancy permit is granted for the shower house 24 hours before the season’s first campers arrive.

July 16, 2011 – On a hot summer day more than 150 people came for the dedication. The structure sits on the hill at the entrance to camp at the highest point on the property. The front of the building faces the road and is just to the east of the back parking lot. The rear of the building overlooks the tents and Alford Lodge and offers a view of the lake. The structure is built into the side of the hill. The lower level is exposed in the northwest corner, which provided the entrance to the bathroom and showers



During the summer of 2011 the showers / bathrooms in the lower level were used by the tents in the Kettles. The lower level ceiling is the concrete floor of the hall above and meets all the requirements for a tornado shelter. The upper level is completely enclosed and construction is starting up again to complete the work necessary for an occupancy permit.

In order to maintain the financial health of camp, we are committed to only scheduling capital improvements that are fully funded. The speed at which the upper level is completed will be dependent on the speed at which monetary and service donations are obtained. One approach to this project could have been to wait until we had raised the funds to complete the entire project. In that scenario, what would we have gained? By completing the project in phases we are able to provide improved facilities and safety to the campers of the 2011 camping season and beyond. This has generated excitement and improved the appearance of camp. We are all anxious to have a completed project, but waiting for conditions to be perfect would have delayed meeting the needs of our customers, and driven prospective new campers away to camps with newer facilities.

In response to the needs of our primary customers, parents and kids, we addressed their top concerns. Our surveys for years have requested a safer place for the upper unit campers, and a new shower facility. While many of us associated with camp as staff, volunteers and alumni are excited at the prospect of new offices, activity rooms and a museum, it is necessary to serve the needs of our camping customers first. The upper level of the Carman Welcome Center will be an amazing location for campers to gather on rainy days, to hang out, or to play some good old fashioned board games, but until then we can all feel at peace that we have a safe shelter to protect our kids during the stormy summer nights.

Fund Raising is underway. Tiles for the entryway will form the Phantom Square and can be purchased for \$2000. Each will be inscribed with the donor's name. To date we have raised \$45,000.

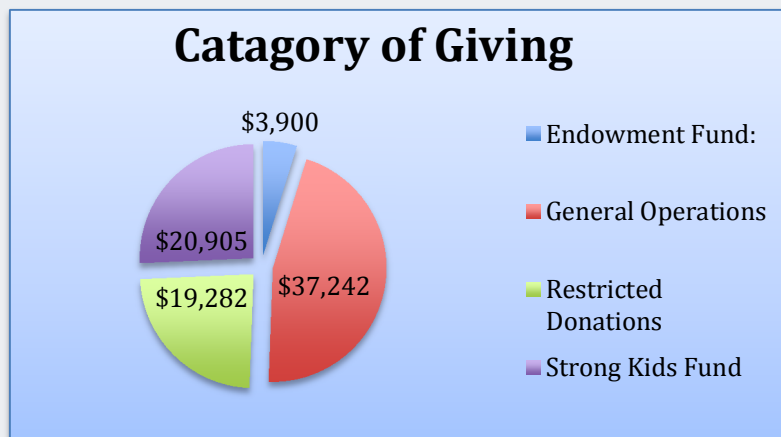
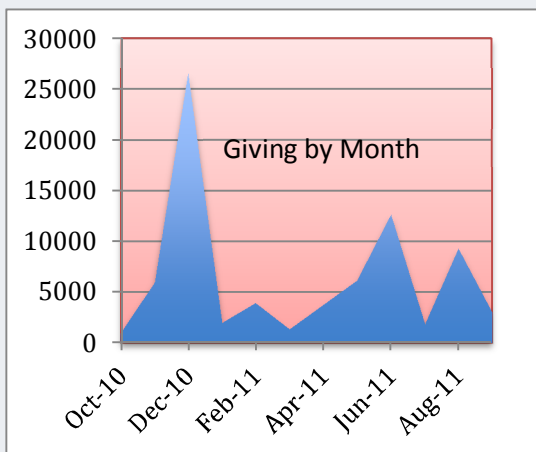




Fund Raising

Fund Raising was successful in 2011. There are four categories of giving. Cash donations, gifts in kind, Endowment Funds, and pledges. Cash donations in fiscal year 2011 were \$81,428. This compares favorably to \$65,000 in 2010. There were 275 individual donors. Seventy-five of them donated more than one time. The top 23 donors by amount gave 50% of the funds collected this year. December is far and away the biggest month for giving.

The goal of the Fund Raising Committee is twofold; increase the number of donors and encourage existing donors to give more freely. The 1896 Society was established to recognize significant donors. Since 2010 12 donors have given more than \$50,000.



Thank you for your generous giving in 2011

\$25 - \$99

Terri Alexander
Alliant Energy Foundation
Donations Anonymous
Rose Arnsten
Joanne Aveni
Casey Becker
Naomi Beller
Julie Bender
Sean Berger
William Braun
Amanda Brink
Milton Buckingham III
Ralph Clark
Cathy Colwell
Michael Cormia
Susan Cowsert
Rachel Delisio
John Demo
Lynn Denberg
William Deutschmann
Joe P Diedrich
Jerome Dougan
Dick Dreke
Dwight Eng
Gary Evenson
Michael Everson
Katie Fahje
Jeri Findlay
Joan Foster
Richard Gasser
George Gillis
Jenifer Glover
Jerry Grout
Jacob Hajdu
Stephen Haynes
David Hecht
Mary Hefferan
Walter Hill
Ed Hiner

Olivia Hodgkiss
Cynthia Holt
Randall Iverson
Jeremy Jansen
Annette Klare
Walter Knoll
Kory Kozloski
Peter Leeds
Jody Leinss
Todd Lennig
Charlene Locasto
Robert Lombardi
George Love
Susan McComb
Megin McDonell
Mac A. McKichan
Anne McNabb
Debra McQueen
Jessica Meadearis
Alex Menzies
Kathleen Miller
Savine Minderhoud
David Mollenhoff
Marvin Morgan
Linda Myers
Rudolf Oehrke
Liz Parr-Smestad
Erin Patrick
Charlotte Peapenburg
Mike Pomerantz
Jill Posanski
Janet Post
Prime Leather Finishes
Robert Puls
David Rasmussen
Carl Rasmussen
Ruthanne Reichert-Taylor
Jen Richards
James Roepke
Sara Rogers

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Fund Raising

Ruth Saecker
 Phil Salstrom
 Janet Schultz
 Doug Simpkin
 John Singer
 Jeffery Solberg
 Christina Spector
 Catherine Spelshause
 Morris Spencer
 Kenneth Sperry
 Michael Stoner
 William Swan
 Leslie Tate
 Eric Thorsen
 Louisa Triandis
 Pola Triandis
 Megan Tsimpidis
 Margaret Vanderlippe
 Natalie Verette
 Robert Vrakas
 John Waldman
 Jay Wall
 Joanne Wall
 James Wallace
 Mitchel Wallace
 Walmart Stores
 Wendy Weber
 Bill Werner
 Milo Westler
 John Williams

\$100 - \$249

Sandy Amadon
 Patricia Baker
 Brad Barham
 Julie Baum
 Ramy Behna
 Emerson Beinhauer
 Eric Berg
 Steve Best
 Gillian Blake

Sarah Blake
 Meghan Blake-Horst
 Ira Bodenstein
 Kelly Bowe- Frederick
 Giovanna Breu
 Christopher Briskie
 Theodore Bryant-Nanz
 Donald Buchta
 Bess Celio
 Joyce Clampitt
 Ben Cleveland
 Gina Coel
 Kris Conell
 Robert Conrad
 M.E. Csuka
 Christy D'Angelo
 Kathy Daggs
 Richard Davito
 Ron Deabler
 Paul DeSalvo
 Lynn Dreist
 Paul B Edwards
 Liz Farrington
 Robert Fillingame
 Mike Goldsmith
 Julie Gosseck
 Edward Griffin
 Lizabeth Hancock
 Olwen Hansen-Blake
 Robert Harvey
 Glenn Hennum
 John Hoff
 Rhonda Hollison
 Barbara Hostetler
 Kristin Jacobs
 Burleigh Jacobs
 Jim Jacobson
 Michele Korb
 Nancy Lurie
 Katherine Mace

Tom Manak	\$250 - \$499
Robert Martin	American Airlines
Jocelyn Mateer	Bob Anderson
John McKichan	Richard Appen
Connie Meek	Aptar
Mukwonago Family	
Dentistry	Kitty Barry
Inc Mukwonago Lions	
Club	Paul Blanke
Ken Murray	Jennifer Brown
Chris Nines	Canfield Custom Buildings
Larry Nines	Gerald Carman
Debbie Nusbaum	James Chermak
Albert Petajan	Barbara Cleveland
David Pfeffer	Ted Crabb
James (JB) Pike	Molly Garner
Katherine Pike	Kyle Gasser
Kay Plantes	Herbert H. Kohl Charities
Practical Club	Daniel W. Hoan Foundation
Donna Radler	Mark Hollister
Richard Rasmussen	Mark Horowitz
Drake Reid	Robert Illing
Christina Rye	Patricia Lee
Debra Scharff	Tim Lindl
James Scharine	Merck Partnership For Giving
Diane Schmelzer	Ann Morgan
Jenifer Schroeder	Motorola Foundation
Jerome Schwaiger	Spencer Panter
Mary Sollinger	Phantom Lakes Yacht Club
Meg Steele	Miscellaneous PLYC
Peggy Stine	United Way of Greater Milwaukee
Sienna Teschendorf	Frederick Warner
The Windhover	Waukesha County Community Foundation-Bob
Foundation	& Joyce Wichell Fund
Matthew Ullsvik	Jennifer Wirtz
Debra VanGetson	Dave Zeisloft
Marty Verhelst	\$500 - \$999
Jennifer Vojvodich	AIG Matching Grants Program
Bill Waldman	American General Life Insurance
Waukesha State Bank	Clark Bowerman
WHEFA	Citizen's Bank
Anna Zolkowski	Sam Cvengros
	Elizabeth A. Brinn Foundation

Carl Geraldson
David Geraldson
Mary Heuver
John Hoppe
Karen Kline
Pamela Maxwell
Michael Murphy
Kishor Patel
Jane Possell
Precision Gears
John Shepherd
Taylor (Don L. & Carol G.) Family Foundation
Scott Wallace

\$1000 +

Anthony Bryant
Patrick Carroll
Brenda Cetrulo
GE Foundation
Michael & Meredy Hase
Robert Holloway
Catherine Kaser
Loehrke Family Charitable Foundation
Caroline Mangan
Elizabeth McNally
Thomas Nofsinger
Bob Obma
JP Porter
Pam Prestby
R&R Insurance
Elizabeth Russell
Linda Sell
Robert Soerens
Jeff Spang
Walter Stewart
Margaret Stewart
Don Taylor
Glenn Teschendorf
Andy Treharne
Lea Wayne
Mary Dee Wenniger
Bob Winchell

Gifts in Kind

Rick Jasculca
Connie Meek
Michael Murphy
Jeff Spang
Glenn Teschendorf

*Lastly, thank you to everyone that
volunteers time and energy to
camp*

Programs

Programs are broadly defined as offerings provided by Phantom Lake YMCA Camp. These are the things that generate revenue for Camp. Examples are Residence Camp, Day Camp, Winter Camp, etc.

Mission Statement:

To be proactive in the identification, development, implementation and evaluation of program's, health and safety that support campers, staff and Phantom Community members' growth in wisdom, stature, and favor with God and man.

2010- 2011 activities:

Breakfast with Santa and Breakfast with the Easter Bunny are two community events we organize each year. The goal of these events is to expose new families to camp while raising funds for programming needs. Approximately 400 children attended these two events.

In 2011, a member of the 80s staff donated a slackline to camp. Slacklining is a practice in balance that uses 1 inch nylon webbing tensioned between two anchor points. This program element adds to the climbing and zipline activity periods and has been set up within Alford Lodge and between trees around camp. It is a perfect rainy day option for program and is a piece of equipment that many campers experienced at camp for the first time.

The staff recognized the potential with a slackline and an alum donated the funds to purchase the equipment. In regards to affordable additions to program, the slackline at a cost of a hundred dollars reminds us those generous donations comes in all shapes and dollar amounts

2011 results:

Phantom Lake YMCA Camp continues to touch children's lives in a positive way. This year we had 1250 traditional resident campers at the shores of Phantom. In our day camp program, we had 474 campers. We have continued to train 200 junior counselors in our Staff Development Program (SDP) and the Youth Leadership Training (YLT), which are offered to Resident and Day Camp respectively.

Our camp has for many decades pulled registrations from Milwaukee, Madison, and the Chicago areas. However, our reach goes further than these three cities. Our 2011 summer campers represent 28 different states (AL, AR, AZ, CA, CO, CT, FL, IA, ID, IL, IN, MA, MD, MI, MN, MO, NH, OK, OH, NY, NV, RI, TN, TX, UT, VA, WA,

In Conclusion...

And so our 116th summer comes to a close. All is quiet, the leaves are donning their fall wardrobe, and plans for next summer are already beginning.

It is with pride that Phantom again met our attendance and financial goals in spite of the economy and the experience of many other camps that missed their goals and, in some cases, were forced to close.

There's no question that our strong emphasis on the C in the YMCA, a well-trained staff, dedicated Board of Directors, and carefully planned program, as well as a perfect safety record has provided us with this success.

As I've shared with the staff over the years, the real mark of a successful summer is if the quote from a colleague is kept foremost in their minds. "Kids, Kids, Kids, Kids, Kids!!!" What happened to each child!

It's also "scary" because, while we do our best to provide a positive experience, did we really impact each camper positively or negatively.



Meeting alums from years past, there's no question that Phantom impacted them positively.

A real goal for several years has been to complete the new Welcome Center. As most everyone knows, the shell was completed but many people are not aware that the Board of Directors accomplished this without the necessitation of borrowing money!

It was an especially humbling experience for our family to know it will be the Carman Welcome Center. The dedication was a wonderful gathering of past and present campers, friends, and staff, stretching from 1938 to the present!

And lastly, another important factor in Phantom's success centers on our volunteers and friends who devote hours of time making camp improvements and insuring our good image.

As you digest the information in our report, hopefully you'll think of ways you can become involved in the continuing success of the Phantom Spirit. If so, please don't hesitate to get in touch.

Looking forward with great anticipation to 2012!

Gerald Carman, October 2011