



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Executive Vacancy Announcement Door County YMCA

Position: Chief Executive Officer

Address: Door County YMCA, 1900 Michigan Street, Sturgeon Bay, WI 54235

The Door County YMCA is an equal opportunity employer committed to valuing diversity and practicing inclusion

Live and Work in Door County Wisconsin

Door County is located in Northeast Wisconsin just north of Green Bay. The area is widely known as the Cape Cod of the Midwest and is a vacation destination for individuals and families from across the country. The unique peninsula geography is home to 27,000 residents and features rugged shoreline, numerous parks and dramatic cliffs. Quaint villages feature boutique shops, wineries, restaurants and accommodations for couples and families. A small but vibrant industrial base anchors the employment in Sturgeon Bay, the county's largest city. The YMCA is truly the community center for the county with two full facility branches which served a record 9,000 plus members at the beginning of the 2020 calendar year. The unusually high market penetration is highlighted by a significant number of senior members at both locations. Door County is truly a great place to visit and an even better place to live and work.

Position Description and Board Expectations

The Door County YMCA is looking for a leader that can re-imagine the Y's future, innovate and elevate the Y's mission and the Y's unique ability to serve the community. This leader should demonstrate excellent interpersonal skills to build strong relationships, partnerships and collaborations. This high energy leader should be experienced in engaging key stakeholders in meaningful giving of their time, talents and treasures to support quality programs and services that will meet our unique community needs. The CEO will work under the directives and guidelines of the Board of Directors to develop a dynamic strategic plan and promote transparency of the organization.

A qualified candidate will possess:

- Strong sense of business operations, budgeting and fiscal responsibility.
- Proven record of community outreach, including the development and implementation of programs and partnerships to address community need.
- Seasoned leadership skills, including but not limited to the ability to develop, motivate and lead staff successfully.

- Experience in major gift development and fundraising (annual and capital) to support the mission and growth of the YMCA, including a background in donor stewardship and special events.
- Proven record of membership growth and development.
- Experience in creative, collaborative and forward looking program operations.

Key Deliverable of the Next Leader

The board believes its new CEO should be an experienced leader who has the background and qualities that will permit him or her to achieve excellence in the following roles:

Advocate the mission of the YMCA and be the heart and soul of the operation

Build relationships, and network with community leaders, partners, members and donors to elevate the YMCA mission and "tell our story" of impact. Be at the center of community life, inviting others to engage in the Y in meaningful ways- a donor, member or advocate. Develop the Y as the "charity of choice" and a cause driven organization that will boldly reach out to serve others.

Develop and Implement a Strategic Plan

Have the ability to engage with volunteers and key staff to create, innovate and reimagine the Y's future along with developing the roadmap with defined strategies. As new opportunities and threats arise, be able to pivot in real time and make leadership decisions. Lead staff in the development and implementation of goals through an annual operating plan that will result in improved operating performance and sound fiscal practices.

Build a Thriving Culture

Build a competent and dedicated staff with a member focused and cause-driven culture. Establish an environment where staff see their opportunities and accountabilities, where personal and professional growth, respect and honesty are encouraged. Create a spirit of camaraderie, support and a sense of purpose. Allow space for innovation, failing forward and a diversity of voices to be heard.

Information About the Door County CEO Position and Association

Vision Statement – Welcoming all, the Door County YMCA will be the catalyst for a thriving, values-driven community, where families and individuals of all ages learn.

Mission Statement – We engage and connect all people in pursuit of well-being and a vibrant, healthy and welcoming community.

Service Area – Door and Kewaunee Counties.

History – The YMCA in Door County was founded in 1984 as an outreach program of the Green Bay YMCA. Programming was originally provided in the

old Sturgeon Bay High School facility beginning in 1986. In 1993 the Y became an independent, chartered YMCA. The first phase of the Sturgeon Bay facility was constructed in 1997 and expanded in 2001. The Fish Creek facility was constructed in 1999 and expanded in 2015 – 2016. A licensed child care program serving 90 children was operated at the Barker Center in Sturgeon Bay starting in 2012 and closed in 2020. The ten-acre Peterson Park was constructed in 2015 north of the Sturgeon Bay YMCA. The Door County YMCA has had four CEOs in its 34-year history.

Governance – The Association By-Laws allow for up to 26 Board members, including two youth members. Currently there are 17 members on the Board.

Volunteers – Annually over 300 individuals, contributing approximately 2,500 hours, volunteer in the YMCA program and on the Board and various committees.

Staff – The staff currently consists of 20 full time and more than 130 part-time employees.

Annual Financial Results and Budget – The Door County YMCA fiscal year ends on May 31st each year. The operations of the Y have had positive net results (excluding full depreciation charges) each for the previous seven years. The past three years results were: 2018 - \$285,986, 2019 - \$45,534 and 2020 - \$182,190. The current year operating budget is \$3M which is down by \$1.5M which reflects the closing of the licensed child care service/facility and a contracted, post-COVID operation.

Annual Campaign – The Door County YMCA has a financial assistance policy which works to ensure that all children, adults and families have the opportunity to participate in YMCA personal and community development programs. At any given point, over 1,200 individuals rely on the Membership for All Program to access YMCA opportunities. To make assistance at this scale possible, we rely on the generosity of donors. During our 2019-2020 fiscal year, 827 donors supported our Annual Campaign to raise over \$563,000. Within the current climate, our promise to serve all is more important than ever before.

Endowment – The Door County YMCA established an endowment program more than twenty years ago and the fund currently has a value of over \$3M. In the past fiscal year the endowment contributed \$174,000 to the annual operation of the YMCA.

Membership – As of October 1, 2020 the Door County YMCA membership was 7,568. Prior to the COVID-19 pandemic, membership had been more than 9,000 members in a community of 27,000 people. Because the YMCA is truly a community center, the YMCA has a long history of welcoming all without regard to financial ability. About 1,200 of our members are fee assisted through the Membership-For-All Program. The Door

County YMCA has an unusually high senior membership level representing more than 45% of our total membership.

Core Programs – Key programs include: Silver Sneakers and associated senior programming, disease prevention programs (DPP, LiveStrong), aquatics, including a strong youth swim team which is coached by a nationally recognized coach, a varied youth program including youth sports, gymnastics and one of the largest Youth In Government programs in the state.

Facilities: The Door County YMCA operates two full facility program centers: one in Sturgeon Bay (constructed in 1997 with an aquatic center added in 2001) and the Northern Door center, located in Fish Creek, (constructed in 1999 and renovated and expanded in 2015 - 2016). The Sturgeon Bay Program Center is 64,200 square feet and the Northern Door Program Center is 31,000 square feet. Efforts are underway to raise \$6M to renovate and modestly expand the Sturgeon Bay facility. Two million dollars were raised for the expansion, prior to the onset of the COVID-19 pandemic. In addition, the eighteen acre Sturgeon Bay campus includes a ten acre Peterson Park which is open to the general public and provides space for a wide range of outdoor programming.

Residency Expectation: Living in the YMCA's service area is preferred

Benefits: In addition to health insurance, life insurance and a retirement program, a Family YMCA membership is provided. Those transferring from another YMCA will be entitled to vacation based on the total years of continuous full time YMCA service at the time they joined the Door County YMCA.

Minimum Candidate Criteria:

1. Accredited 4-year college degree or equivalent experience.
2. Operational experience with fiscally sound business management approach.
3. Must demonstrate excellent written and verbal communication skills and personal values consistent with the YMCA mission.
4. Minimum five years prior experience in a senior management role with a YMCA or related experience at a comparable organization with direct supervision of multiple levels of staff and employees.
5. Must have proven ability to develop and strengthen community partnerships.
6. Have the ability to develop new programs, review and enhance programs being offered or considered for both economy and the effectiveness in broadening our engagement in the communities in which we serve.

Preferred Candidate Criteria:

1. YMCA Organizational Leader Certification (Note: Candidates not already in possession of this certification have up to three years to obtain via YMCA of

the USA).

2. Strategic planning and fundraising experience including annual campaign and the securing of grants.
3. Prior capital development and capital campaign experience.
4. Experience with program operations management and development.
5. Knowledge of current trends in health and wellness programs.

Information Sites:

Destination Door County: <https://www.doorcounty.com/>

Sturgeon Bay Door County Visitor Center: <https://www.sturgeonbay.net/>

Live Door County: <https://livedoorcounty.org/>

Door County Economic Development: <https://livedoorcounty.org/economic-development/door-county-economic-development-corporation/>

Local News: <https://doorcountypulse.com/>

Door County YMCA: <https://doorcountyyymca.org>

Search Process Target Dates:

- Resumes accepted through: November 30, 2020
- Preliminary interviews scheduled: Beginning December 7, 2020
- Final interviews: Beginning January 4, 2021
- CEO selection made: January 15, 2021
- New CEO on board (anticipated): March 1, 2021

To Apply:

Candidates will submit a cover letter, resume and *six professional references* via the following website: doorcountyyymca.org/staffopenings

Please Note: References checked on final candidates only with prior notification.

Questions regarding this position should be directed to:

Jon Agnew

Chief Executive Officer

Wisconsin/UP Michigan State Alliance of YMCA's

(cell) 610-322-4913/(email) jagnew@ymcafoxcities.org