



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

EXECUTIVE VACANCY ANNOUNCEMENT DOOR COUNTY YMCA

Position: Chief Executive Officer

Address: 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 serves 8800+ members. The unusually high market penetration is highlighted by a considerable number of senior members at both locations. Door County is truly a wonderful 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 who thinks strategically and analytically to ensure the Y stays abreast of current and future trends and innovations. This leader would maintain a culture of open communication while building strong relationships with Y staff, Board, and community members. Growing collaborations with community businesses and organizations is a priority and is a valued part of our mission. 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 dynamically advance our 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.
- Ability to manage conflict and address difficult issues in a thoughtful and decisive manner.
- 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 Deliverables 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.
- **Implement the Strategic Plan:**
As a top priority, be able to execute the recently completed Strategic Plan in a focused, consistent manner. This includes regular reporting against strategic performance metrics. Major strategies include:
 - Sturgeon Bay renovation project (oversight of underway construction)
 - Reinvigorating and innovating program portfolio
 - Growing the endowment
 - Positioning the Y at a high-level of financial strength and flexibility

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 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 childcare 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, adjacent to the Sturgeon Bay YMCA. The Door County YMCA has had five 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 20 members on the Board.

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

Staff: The staff currently consists of twenty-five FT and more than 130 PT employees. The current Leadership Team is as follows:

- Associate Executive
- Mission Advancement Executive
- Program and Innovation Executive
- Northern Door Branch Executive
- Member Experience Executive

Annual Financial Results and Budget: The Door County YMCA fiscal year ends on May 31st each year. The operations of the YMCA have had positive net results (excluding full depreciation charges) each for the previous seven years.

The past three years results were:

- 2022: \$160,514
- 2021: \$155,149
- 2020: \$152,373

The current year operating budget is \$3.5M which is down by \$1.0M from our historic high, reflecting the closing of the licensed childcare service/facility. Financial position is currently strong, due in part to COVID grants at \$1.1M over the past three years, which have been forgiven and are not included in above numbers.

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 2021-2022 fiscal year, 867 donors supported our Annual Campaign to raise over \$552,861. 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 more than \$4M. In the past fiscal year, the endowment contributed \$181,000 to the annual operation of the YMCA.

Membership: As of July 31, 2022, the Door County YMCA membership was 8,804 members. 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, aquatics, including a strong youth swim team, 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. Program development will be key in preparation for our new expansion in the Sturgeon Bay facility.

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 nearly complete to raise \$10M to build a new Wellness Center and a new Youth Activity Center connected to the Sturgeon Bay facility. In addition, renovations are planned to existing program and administrative areas in the same facility. 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.

2022 DEMOGRAPHICS BY SERVICE AREA: from Y-USA Insights (ESRI):

- Population: 21,662
- Households: 10,427
- Population by Age:
 - Under 19 17.2%
 - 20 to 44 23.1%
 - 45 to 74 47.4%
 - 75+ 12.4%
- Race and Ethnicity:
 - Caucasian 91.4%
 - African American .6%
 - American Indian .5%
 - Asian .5%
 - Pacific Islander .0%
 - More than two races 5.1%
 - Hispanic and or Latino 4.4%

Salary Range: \$100,000 - \$130,000

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

Benefits: Medical, dental and vision insurance plans for eligible employees and their eligible dependents. The YMCA and its employees share the cost of the insurance. Retirement Benefits: 12% (9% Y paid, 3% employee paid after meeting eligibility requirements). Vacation, sick days, and other benefits including membership and program benefits are outlined in the YMCA's personnel policy.

A family YMCA membership is provided and those transferring from another Y will be entitled to vacation based on the total years of continuous FT YMCA service at the time they joined the Door County Y per personnel policy.

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 and innovative programs, review and enhance programs being offered or considered for both economy and the effectiveness in broadening our engagement in the communities 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:

- [Door County YMCA](#)
- [Destination Door County](#)
- [Sturgeon Bay Door County Visitor Center](#)
- [Live Door County](#)
- [Door County Economic Development](#)
- [Local News](#)
- [YMCA of the USA](#)

Search Process Target Dates:

- Resumes accepted through: October 10, 2022, Noon, CDT
- Preliminary interviews scheduled: October 26-27, 2022
- Final interviews: November 17-18, 2022
- CEO selection made: Week of November 21
- New CEO on board (anticipated): January 1 or earlier

References, Background Check and Organizational Leadership Certification:

Candidates must submit the following in their online application: a resume, cover letter, and six references (four professional and two personal), References checked on final candidates only with prior notification.

Successful candidate accepting the offer must pass a background check and have a current Y-USA's Organizational Leader Certification or obtain such within the first three years from start date as CEO.

To Apply:

Candidates will submit a cover letter, resume and six references, as noted above, via the following website: <https://tinyurl.com/door-county-ymca-ceo>

Questions regarding the Y should be directed to:

Jon Agnew

Chief Executive Officer
Wisconsin/UP Michigan State Alliance of YMCAs
(cell) 610-322-4913
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Questions regarding the search process should be directed to:

Richard Clegg

Senior Director, Movement Services, and
CEO Search Director
YMCA of the USA
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richard.clegg@ymca.net