



Silver Bay YMCA

Position: Executive Director/CEO

Job Description:

The Silver Bay YMCA Conference and Family Retreat Center is an equal opportunity employer committed to valuing diversity and practicing inclusion.

The Silver Bay YMCA ("Silver Bay") is a community that prizes hospitality, connection, and inclusion. We often say: "wherever you are on life's journey, you are welcome here!" Our 700-acre campus, filled with historical buildings and the natural beauty of Lake George and the Adirondack Mountains, forms the core of our life together. People join Silver Bay for many reasons, some for the beauty of the surroundings, some for spiritual reflection, some to work out and play, but all experience the embrace of friends and the welcome that is the most valued part of our community.

Silver Bay currently sits at one of many inflection points it has experienced in its 119-year history. We are a strong organization. Yet, changes affecting the wider world are presenting challenges – and opportunities – to our finances, cohesiveness and even relevance. The Board has just adopted a strategic plan to address those changes and to capitalize on the opportunities they present. The core of that plan seeks to capitalize on our changing world by broadening our community, engaging in new ways with our long-time guests as well as people who have yet to learn of our work, and by seeking to deeply live into our mission to foster relationships, strengthen communities and nurture spirit, mind, and body for all.

Under the current CEO, Silver Bay has experienced a revitalization and modernization of its historic 700-acre campus, growing operational revenue streams and confidence among our donors that has led to sustained increases in non-operating revenue. His leadership leaves us with a staff culture typified by pulling together and flexibility during the pandemic and a culture that is positive, detail oriented, and seeking continuous improvement.

Looking toward an impactful future, Silver Bay is now seeking a new leader who is mission-driven, has a strong sense of self and who has the excellent operational, financial and stewardship skills required to make the Board's new strategic plan a reality. To that end, the Board is seeking to recruit a new leader who will build on Silver Bay's success and standing in the community, while bringing her/his own new energy to Silver Bay and its mission. S/he will lead Silver Bay YMCA in its next phase of development by:

- Prioritizing Silver Bay's mission by attracting more people from diverse backgrounds and locales to experience our community and services;
- Building a culture of philanthropy to establish Silver Bay as an organization worthy of the attention and generosity of a growing, committed and diverse set of donors;
- Maintaining and enhancing Silver Bay's strong balance sheet to ensure financial sustainability and power future success;
- Building on the strength of our current staff by continuing to recruit, empower and motivate a diverse staff;
- Grow Silver Bay's local community presence by engaging with community leaders and organizations to promote partnering opportunities that are consistent with Silver Bay's mission.



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About Silver Bay:

Everything we do is through the lens of our mission, which is "To foster relationships, strengthen communities and nurture spirit, mind and body for all." Below is a listing of what we offer:

- Conference venues
- Dining Hall (sailing, kayaking, boating, swimming)
- Hotel room/cottages
- Activities (archery, camp, disc golf, craft shop, gym, climbing walls)
- Spiritual life programs
- Lectures
- Active chapel with congregation
- Waterfront activities
- Concerts
- Virtual offerings

In addition to the conference and retreat center, Silver Bay offers Youth & Teen and Community Outreach programs and services. The following is a list of some of our services in our commitment to the YMCA mission:

- Silver Bay YMCA Teen Center in Ticonderoga
- YMCA Youth & Government
- Pastoral Respite Program
- Silver Camp, Silver Bay YMCA's Summer Day Camp
- YMCA Leaders Club
- Cancer Respite Program
- Community Outreach programs
- Military R & R Program
- Vacations made Possible

Visit <https://silverbay.org/> for specific program information

Staff: 42 FT staff and 150 Seasonal (Pre-COVID, 50 FT staff and 200 Seasonal)

Board: 24 Members serve on the Board of Trustees

Other Volunteers: Approximately 100 – 150 volunteers donate their time and service, approaching over 5,000 hours before COVID.

Financial Position: The Silver Bay YMCA operates an approximate annual budget of \$9.8M.

Sites for Information:

- www.silverbay.org
- www.warrencountyny.gov
- www.townofhague.org
- www.townofticonderoga.org
- www.lakegeorge.com

Qualifications:

Minimum CEO Candidate Experience:

- Enthusiastic support for Silver Bay's core values, culture and vision for the future.
- 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.
- A proven track record of budgetary and fiscal management in an organization with a budget of more than \$5M annually.
- Strategic planning and fundraising experience including donor cultivation, annual campaign, and capital campaigns.
- Accredited 4-year college degree.



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Qualifications:

Additional Highly Desirable Skills:

- Demonstrated strong leadership and operating performance in the hospitality/conference center industry.
- YMCA Organizational Leader Certification. (Note: Candidates not already in possession of this certification have up to five years to obtain via YMCA of the USA)

CEO Candidate Capabilities:

- **Mission Orientation/Strategic Vision:** The ideal candidate will be a genuine, selfless leader with a passionate commitment to the mission of Silver Bay. S/he will have a vision for how to continually expand Silver Bay's reach.
- **Ability to Navigate and Promote Change:** Our new CEO will face an environment with new and unforeseen prospects and challenges. The ideal candidate will be a leader who is able to adapt and pivot to new community demands and programming opportunities. S/he will recognize evolving staff and community needs, assess potential, and act.
- **Drive for Results/Operating Leadership:** The ideal candidate will have a track record of not only operational excellence, but also creating a distinctive 'member-experience' orientation. S/he will have an ethic for constant improvement, take responsibility for collective action, and deal with the unexpected in a levelheaded and thoughtful way.
- **Internal People/Team Leadership:** The ideal candidate will be an inclusive, empowering leader who hears all voices and promotes Silver Bay as a place of inclusion. S/he will identify and develop talent across all levels of the staff, communicate openly and often, seeking out diverse perspectives and input.
- **External Leadership:** The ideal candidate will be outgoing, visible, direct, and confident, working with community and town leadership. S/he must have the ability to work with multiple constituents, navigating sometimes conflicting interests, but always seeking to find ways to develop and strengthen community relationships. S/he will communicate comfortably and effectively in one-on-one as well as group settings.

Essential Functions:

The ideal candidate will effectively navigate and manage change quickly and appropriately while remaining focused on delivering Silver Bay's mission to its guests and the community. S/he will be a visionary and transformational leader, given to innovation, intellectual curiosity and reimagining Silver Bay's role in the community. 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:

Develop and Implement a Strategic Plan: Work effectively with volunteers, community leaders, and key staff, to create and develop a strategic plan that addresses the needs of the communities served by the Y and includes defined organizational strategies, a clear implementation plan with deliverables, and measurable goals. Key competencies: Change Leadership, Communication & Influence, Critical Thinking & Decision Making, Program/Project Management.

Make Progress as an Inclusive, Diverse, Multicultural Organization: Intentionally promote inclusion in all aspects, ensure and sustain diverse representation in our leadership, and lead social change in our communities through anti-racist policies, words, and actions. Key competencies: Change Leadership, Communication & Influence, Engaging Community, Inclusion.



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Essential Functions:

Cause-Driven Leadership: Inspire and mobilize staff, volunteers, community members and partners to bring together people from different backgrounds, perspectives, and generations to ensure access to the opportunities, relationships, and resources necessary to learn, grow and thrive. Create a welcoming, equitable, affirming, genuine, hopeful, and nurturing environment dedicated to making the communities served stronger. Key competencies: Developing Self & Others, Inclusion, Communication & Influence.

Lead a Culture of Philanthropy: Develop and implement an annual support fundraising plan that will establish the YMCA as a leading charitable organization within the community through the engagement of community members, volunteers, staff, and donors. Recognizing the tradition of successful capital fundraising at Silver Bay, take the organization to a new level of effectiveness and impact in annual giving. Key competencies: quality results, philanthropy, relationship, influence, emotional maturity, community, communication.

Achieve Optimal Operating Performance: Engage appropriate staff to develop an annual tactical plan to achieve key goals and objectives established in the strategic plan. Quickly address issues that may arise, forecast future needs, and manage and direct the Y's operations and activities. Driving the continued success of the hospitality/conference segment of Silver Bay. Key competencies: Developing Self & Others, Critical Thinking & Decision Making, Innovation.

Fiscal Management: Use high-level financial analysis to forecast financial trends, growth and sustainability, while consistently leading organization to balance or surplus operations by growing earned revenue, contributions and controlling costs. Empower and guide staff leaders to manage their departments to successful financial operation. Develop and implement stewardship strategies. Key competencies: Fiscal Management, Critical Thinking & Decision Making, Developing Self & Others, Philanthropy.

Build and Lead Staff: Ensure a talent development system is in place and executed to be affirming, culturally competent and effective. Hire, motivate, nurture, retain, and hold staff accountable for key objectives. Work towards recruiting, retaining, developing, and promoting staff that represent the diversity of the communities served. Encourage the team by creating a spirit of camaraderie and inclusion which embodies mission and purpose. Create a learning organization to help staff achieve their highest potential. Key competencies: Developing Self & Others, Inclusion, Emotional Maturity, Change Leadership.

Salary Range:

Commensurate with accomplishments and experience.

Benefits:

Retirement contribution (10% fully paid by the YMCA), vacation plan, health plan and other benefits per personnel policy are included. Housing in a three-bedroom home on the Silver Bay campus is an optional benefit.

Residency Expectation:

Negotiated upon hire.



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Target Dates: **Target Dates for the Search Process**

Resumes accepted through: September 17, 2021

Preliminary Interviews: October 18-19, 2021

Final Interviews: November 8-9, 2021

New CEO on board: January 1, 2022

To Apply: **Candidates will apply via the following website:** <https://tinyurl.com/ymca-silver-bay-ceo>

You will be requested to submit the following with your online application: A resume and cover letter, along with four professional and two personal references.

Note: References will be checked on final candidates.

Questions regarding this position should be directed to:

- Questions about this CEO search process may be directed to Eric Williams, Senior Director, CEO Search, YMCA of the USA (eric.williams@ymca.net).
- Questions about this particular YMCA may be directed to Mary Kay Polston, CFRE, Director of Member Advancement Alliance of New York State YMCAs (mpolston@ymcanys.org).