



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY



# IMPACT FOR THE FUTURE

---

YMCA of Greater Boston  
Chief Operating Officer





## ABOUT US

---

The YMCA of Greater Boston is committed to strengthening the communities we serve by improving health, empowering youth, building community, and activating people to do good – for the good of all. We stand united and believe everyone belongs at the Y and seek to create that sense of belonging, connection, and thriving. We believe that community comes first and that the Y, as it works to make every community a better place to live, must continually innovate to fulfill our mission and sustain our investment in the diverse and numerous communities within which the Y serves.

Since 1851, the YMCA of Greater Boston -- America's first Y -- has been developing skills and emotional well-being through education and training, welcoming and connecting diverse populations of all ages, preventing chronic disease, and building healthier communities. We remain committed to bridging the "opportunity gap" and to create a community free of racism, inequities, and inequality. The YMCA of Greater Boston purposefully creates programs, services, and spaces where all are seen, heard and safe.

Our service philosophy is to: **"Put people first, listen and then service, and inspire hope."** This commitment is made possible by acting as **One Association**, not multiple branches or programs, and our strategic imperatives are to be an employer, partner, and charity of choice in Greater Boston.

## OUR RECENT WORK AND IMPACT

---

Our staff team, comprised of nearly 1,200 full and part-time individuals, alongside our expansive volunteer engagement, is reflective of the diverse communities we serve. Today, as Boston's demographics continue to evolve and as opportunity gaps and social divides widen, the Y plays a critical role in expanding access, broadening community engagement, and driving positive change. We demand equity for all so that everyone can reach their fullest potential, but we do not do this critical work alone. Building meaningful partnerships has enabled us to respond more more quickly and comprehensively to community challenges, while reinforcing our commitment to collective impact.

In March 2020, the pandemic led us to re-imagine our service delivery model. In addition to providing traditional programs and services, we significantly expanded our hunger prevention efforts; intensified our commitment to the educational and emotional development of children; and created a virtual wellness platform – YMCA GO. During our initial COVID response '20-'21, in partnership with many, we proudly delivered more than 14 million meals at more than 100 partner locations; provided more than 3.2 million hours of loving support and care to our youth and teens; and offered millions in free or subsidized programs and services including vaccines, swim lessons and personalized COVID-safe academic support to thousands of children, individuals, and families across Greater Boston.

In 2021, philanthropist MacKenzie Scott selected the YMCA of Greater Boston for a transformative \$18 million gift. We are proud to be recognized by Ms. Scott for our innovative leadership during one of the most challenging times in our history and our ongoing role in driving community stability, opportunity, health, and wellness.

Our donors and partners continue to show their support, inspiring innovation that helped us remain steadfast in our commitment to children, families, and seniors as our recovery from the pandemic progresses. During 2022, our branches are flourishing with participants wanting to regain their health, find connections with others and experience a sense of normalcy at our Ys. Our summer programs rebounded enrolling over 5,000 youth in our summer camps, employing 446 teens in meaningful summer jobs, while 3,862 teens enrolled in our free Get Summer program and our Summer Learning Academies expanded to 15 locations serving over 1,600 youth. Our Hunger Prevention program continues to nourish our communities with expanded partners and services that have provided over 3.6 million nutritious and culturally appropriate meals to date in 2022.

Our General Board of Directors and Branch Advisory Boards are comprised of private, public sector and community leaders who bring unique perspectives and resources to help us address many of the needs and issues facing the communities we serve and offer strategic counsel on the organization's strategy and business model.

The YMCA of Greater Boston has an operating budget of approximately \$70M+. Its initiatives, programs and branches are supported by philanthropy (12+%), government fees and grants (~40%), with the rest earned through membership and program revenue.

## THE OPPORTUNITY TODAY

---

Building on important momentum, organizational strengths, and community trust, the Chief Operating Officer (COO) has an amazing opportunity to co-design and shape this next chapter alongside the YMCA of Greater Boston's recently selected President and CEO David Shapiro. The COO will also benefit from a rich foundation of talented and passionate colleagues across the branches, programs, and on the leadership team, as well as the entire dynamic Y family in the region.

The COO will be a leader in the truest sense; visionary, innovator, collaborative builder of trust, thought leader, and capable of achieving breakthrough results in programming, service delivery, and integrated approaches. This position will center on strengthening the organization's capacity to evolve by delivering strong outcomes within a culture that embraces distributed leadership development, collaborative action, innovative operating models, community engagement and Diversity, Equity and Inclusion.

# STRATEGY, VISION, IMPLEMENTATION, INNOVATION, AND IMPACT

---

## CHANGE & GROWTH MANAGEMENT

- Partner with the CEO, leadership team, and relevant stakeholders to develop strategic imperatives and drive execution of long- and short-term goals, objectives, and growth strategy of the Y. Translate the Y's vision into goals and objectives to drive impact.
- Facilitate change and growth across the organization's broad and diverse regional footprint:
  - » Identify innovative operating models that balance needs and investment across critical areas such as staff development and retention, operations and investment in new products and innovations that drive sustainable growth and impact including digital transformation.
  - » Increase revenue and economic vitality of the organization by working with others to increase demand and capacity to deliver quality programs and services while also identifying innovations and efficiencies.
  - » Engage and energize volunteers and partners as enablers of community impact.
  - » Oversee the continued development of a more robust array of virtual health and wellness programs/classes to complement existing in-person programming.
  - » Improve the Y's impact as a holistic provider of wellness by leading implementation and scaling of evidence-based programming.
  - » Provide holistic, integrated leadership for our expansive efforts in education and youth development.

## COMMUNICATIONS & ENGAGEMENT

- Continue to increase the Y's influence, brand, reputation, visibility, and reach through programming expansion, growth, and service delivery to an evolving landscape while nurturing a positive culture and maintaining the organization's mission.
- Ability to inspire staff, volunteers, members, and community partners to mobilize to action to strengthen community.
- Meaningfully advance the YMCA of Greater Boston's commitment to Diversity, Equity, and Inclusion.

## LEADERSHIP SUPPORT & DEVELOPMENT

- Attract, motivate, develop, and retain a passionate and effective leadership team, drive innovation, collaboration, organizational performance, and continuous improvement. Provide leadership, guidance and mentorship to programs and leaders across 13 branches, 9 early education and youth development sites, and 2 residential camps.
- Model a positive, aligned, inclusive, and accountable culture that also supports staff in their careers and lives.

## CHIEF OPERATING OFFICER LEADER PROFILE

---

### QUALIFICATIONS

- Track record of significant success and leadership achievement serving youth and families in a high performing, mission driven, multi-program, community focused business, social enterprise, or nonprofit organization, preferably with knowledge of one or more of the YMCA of Greater Boston's program areas (health, wellness, education, workforce, food security, etc.)
- A compelling combination of notable and tangible accomplishments:
  - » Building and promoting aligned values and standards;
  - » Refining and executing ambitious strategic plans that have delivered measurable results as well as business model evolutions that honor a rich history while adapting for future success;
  - » Framing and analyzing options, setting clear priorities, and guiding investments in people and systems;
  - » Partnering with others for impactful community change;
  - » Mentoring and leading high performing teams;
  - » Driving fiscal discipline, with focus on results-oriented measurable results, transparency, and effective problem-solving;
  - » As a champion for diversity, equity, and inclusion with tangible examples of initiatives and approaches that have allowed staff, at all levels, to thrive;
  - » Nurturing and building a cohesive, engaged organizational culture where all staff feel they can build their careers;
  - » Experience within networked organizations (i.e. federations, affiliation, branches, etc.) both locally and nationally;
  - » Record of accomplishment in seeking and implementing innovations and implementing change management; and
  - » Managing and communicating change with sensitivity.

## LEADERSHIP COMPETENCIES AND PERSONAL INTERESTS

- Passionately committed to the YMCA of Greater Boston's mission.
- Innovative and creative with vision and purpose. Engaging, with an authentic relationship orientation. Connects authentically with board members, colleagues, volunteers, staff, and program participants at all levels.
- Persuasive and inspirational communication skills; able to garner trust and share an inspirational vision with community partners, colleagues, and staff.
- Strong judgment with nimbleness to assess risks and support effective decision-making with imperfect information while also recognizing when emergent needs in our communities override plans.
- Determination, high energy, focus and compassion.

## COMPENSATION AND BENEFITS

The salary range for this position is \$240K - \$260K, including comprehensive and competitive benefits. This position is exempt and full-time.

---

Interested candidates can submit a cover letter and resume to [COOsearch@ymcaboston.org](mailto:COOsearch@ymcaboston.org).

---

**The YMCA of Greater Boston** seeks diversity among our employees to obtain a broad range of life experiences and perspectives about all aspects of our work. These diverse perspectives provide vital insight and help us make the best possible decisions for the YMCA, its employees, and its members. A valuable result of equal employment opportunity is a diverse workforce, which brings the best talent from all areas to help us serve and strengthen communities.