

Nonprofit Profile

CHUCK COLLINS

PRESIDENT AND CEO, YMCA OF SAN FRANCISCO

Mission: To strengthen the foundations of our communities with high-impact programs that help young people to develop their highest potential, and for adults and families to be strengthened.

Milestone: When we have developed the essential infrastructure to sustain the next 160 years of the YMCA.

Annual budget: \$60 million.

Expense allocation:

Programs 88 percent, management 8 percent, fundraising 4 percent.

Corporate support: About 19 percent.

Corporate supporters:

Bank of America, PG&E, Wells Fargo, AT&T.

Board chair: C.J. Van Pelt.

Board members: 31, including Gary Hall, Michael Flaherty and Monica Finnegan.

Employees: 1,650.

Volunteers: 2,500.

Telephone: (415) 777-9622.

Website: www.ymcasf.org



Office issues

Recent challenge: Filling the tremendous gaps that exist because of high unemployment rates, of families that need greater support, of people that (except) for organizations such as the Y wouldn't be as healthy, for kids in after-school programs. Another big area we've taken on these past two years has been the overwhelming impact of truant youth.

Measures of success: Whether or not we are a significant partner and collaborator with major institutions in our three counties: the department of children youth and families, the department of health, the department of human services, the San Francisco Unified School District (among others).

Smartest move: Focusing on the development of our staff and our board.

Missed opportunity: We have been a leadership factory ... and some key people have been stolen from us. On the other hand, we have an updraft of talent. I'm not afraid of that at all.

Misconception: That the YMCA is a nonprofit organization that, next to the unified school districts in our counties, is responsible for more young people than any other organization. A lot of people think of the YMCA as a swim and gym, and our community-based programs in academic support, in family support, in wellness and health are broader than people's perceptions.

Professional insights

Personal path to nonprofit work: (Collins began in real estate, including 15 years at WDG Ventures where he was chairman.) The importance of investing your own time in a cause-related organization with an overwhelmingly important mission in service of families, kids, and communities... I could also see there was a lot of creative imagination that could be applied to the YMCA to move it to its next level of success.

Toughest aspect: Bringing people to an idea is very different than telling people what they should think.

Most surprising aspect: The enormity of scope and depth of the work of the Y, and the need then to create enterprise solutions to those challenges or opportunities. We

can't get there alone.

Biggest pain: Time. The challenge is constantly to look at priorities because the only way to manage the scarcity of time is to be clear about priorities.

Greatest pleasure: The excitement of seeing a kid awaken to her or his own intellectual capacity.

Introspections

Best recent moment: Listening to Kari Lee, executive director of the Chinatown Y, and her father, Ford Lee, discuss their vision of the Chinatown Y in continual service to one of the most American communities in San Francisco. Side by side with that is the same at the Bayview Hunters Point Y: to see us build an institution that is permanent in this community where some of the widest social, health and economic gaps exist, and that the Y has made a stand that we will be there in perpetuity.

Worst recent moment: The fall of 2008 when our investment portfolio precipitously lost a huge amount of value.

Dream for another life: I still really believe there's a call to action, and I think that the call to action would be probably very similar, but it might be create an even stronger connection between our kids who live in a very dense urban world and help them to understand the absolute magnificence of the natural environment.

Greatest inspiration: My parents.

Down time: I garden, I like to cook and feed my friends. My specialty is a Greek squid ink seafood pasta. Yoga.

Causes: National Urban League, SFMOMA, Clark Institute.

Most like to meet: Frederick Douglass.

— Sarah Duxbury ■