



EXECUTIVE DIRECTOR

[ASPHALT GREEN](#)

New York, New York



Aspen Leadership Group is proud to partner with Asphalt Green, a 50-year-old New York City institution in the search for its next Executive Director. Asphalt Green's mission is to bring sports and fitness to a broad range of New Yorkers, at all levels of engagement and competitiveness. Its reach extends from young toddlers to the city's seniors, with a full range of fee-paying and free community programs.

As the senior executive of Asphalt Green, the Executive Director will oversee all areas of operations for the organization. The Executive Director will lead Asphalt Green through its next growth stage, guiding the effort to set and communicate organizational strategy and priorities, create the most effective organizational structure, and develop the management team necessary to implement a comprehensive vision and strategic plans that will leverage the organization's untapped potential.

HISTORY AND OVERVIEW

Asphalt Green is a nonprofit sports and fitness organization in New York City that was founded by Dr. George E. Murphy, a professor of pathology at the Cornell University Medical College, and his wife, Annette. In 1972, the couple led an effort to preserve the abandoned Municipal Asphalt Plant (MAP) at York Avenue and 90th Street on the Upper East Side (UES) of Manhattan. The Murphys and local residents formed a charitable organization to renovate the plant and create Asphalt Green, a community center that offered sports activities. Due to their efforts, the MAP was declared a city landmark in 1976. Asphalt Green is now a successful, financially independent, public-private partnership. It has important partnerships with the New York City Parks Department and Battery Park City Authority, and it retains full operating authority over its programming and services.

In the mid 1980s, Asphalt Green turned the MAP parking lot into its outdoor regulation-size soccer field, and in the early 1990s, Asphalt Green converted two tennis courts into its Aqua Center, which houses an Olympic-standard swimming pool, a small warm-water teaching pool and a two-story fitness facility. In 2013, Asphalt Green added its second site at Battery Park City (BPC) in lower Manhattan.

Throughout both sites, Asphalt Green promotes fitness and health for New Yorkers of all means, backgrounds, and abilities; and it provides active program partnerships with New York City Public Schools, the New York City Parks Department, the New York City Department for the Aging, and numerous nonprofit agencies. Whether through direct offerings, or in partnership with others, Asphalt Green is committed to the dual on- and off-campus model and looks to be a leading player in the development of high-quality sports and fitness programs and services throughout New York City. Asphalt Green also runs a summer day camp at both sites, which reaches approximately 700 children ages 4 through 13 each summer, with a broad array of activities and sports. Through its hallmark Waterproofing program, it has taught more than 35,000 New York City public school children to swim, for free.

Excellence is a guiding principle of Asphalt Green's programming, and the organization is firmly committed to providing top-notch programs, whether for the community or to its fee-paying members. Pursuant to

the long-term license agreement under which Asphalt Green occupies its upper east side main campus, it is committed to providing at least one-third of its services on a nonprofit, no-charge basis. Through annual reports to the City's Parks Department, it measures these results and has consistently exceeded that minimum. At its Battery Park City facility—which includes a second swimming pool, exercise facilities, and small field—it also includes neighborhood schools and other community groups in its activities. Central to Asphalt Green's commitment to greater inclusion and access is its use of need-based scholarships—from summer camp to its competitive teams for committed young athletes. The organization's first Olympic medalist was a scholarship recipient.

FINANCIAL CONDITION

Asphalt Green's annual operating budget includes approximately \$22.5 million in net revenue from both earned sources (memberships and program fees) and unearned revenue (contributions from individual, corporate, foundation, and government supporters), as well as a nominal draw from an endowment. It anticipates that the FYE '23 budget will be indicative of pre-Covid levels in the \$29-\$30 million range. Financially healthy, Asphalt Green has minimal debt and an endowment that contributes to the annual budget and supports significant capital projects on a conservative draw basis. New York City also provides support for certain capital projects—which are pursued according to a long-term capital budget—to both maintain and enhance facilities. Annual fundraising is in the \$4-5 million range and is an area in which it believes more can be done. The Board of Directors and senior management are committed to maintaining Asphalt Green's financial health, and the organization operates according to a carefully planned budget, with regular check-ins to ensure fiscal responsibility.

STRATEGIC GROWTH

Asphalt Green has taken advantage of every opportunity on its existing, physical campuses. The organization believes that it must continue to grow and adapt to reach its full potential impact on the community, and to meet the changing ways in which individuals are thinking about work, working out, and building communities.

To pursue necessary expansion and to continue to thrive in a changing landscape, Asphalt Green requires a clear, long-term strategic vision under the leadership of the Executive Director. Included in such a vision would be an understanding of the human and financial resources necessary to successfully execute and assess Asphalt Green's organizational structure to ensure alignment with its strategic goals, and a process with which it can review and adjust those goals as needed. While Asphalt Green enjoys healthy annual operating revenues and a strong endowment, it must expand its engagement with a wide variety of donors—individuals, corporations, foundations, and government funders—as its mission expands. These areas will require top priority and leadership from the Executive Director.

As Asphalt Green continues to grow and prosper, the structure and governance of its Board of Directors and staff must keep pace. Central to the role of the Executive Director is to continue and expand Asphalt Green's long-standing commitments to a diverse workplace and to promoting from within the ranks of junior employees to senior leadership. Areas of expertise and a greater diversity of community voices on Asphalt Green's Board can be improved. Of equal importance is the Executive Director's ensuring that the Board is properly engaged.

ASPHALT GREEN'S PROGRAMS AND SERVICES

Asphalt Green's core programs include *Waterproofing*—the flagship commitment to promoting water safety and deep-water swimming skills for New York City public school children—teaching more than 35,000 children, free of charge; the *Recess Enhancement Program (REP)* addresses barriers to physical activity by reclaiming the most underutilized part of the school day—recess, and providing healthy and safe play at 60 New York City public schools (pre-pandemic), free of charge; and a customized *Senior Wellness* curriculum through which senior citizens build strength and confidence, allowing them to remain active in their communities (pre-pandemic). Asphalt Green partners with schools in low-income neighborhoods that have limited access to organized sports by offering *Community Sports Leagues* at low cost to schools, providing sports opportunities—including free uniforms, professional referees, equipment, and instructional clinics with Asphalt Green coaches.

AGUA is Manhattan's premier competitive swimming team and one of the top teams in the Northeast. Every year, the AGUA Swim Team trains more than 300 children, 6 to 18 years old, from five boroughs of New York City, northern New Jersey, and around the world. In recent years, the AGUA program has produced elite athletes who have gone on to break national records and compete in the Olympics—sending five women and men (fee-paying and on scholarship) to the 2021 Olympic trials. Asphalt Green scholarship swimmer, Lia Neal—now an Asphalt Green board member—is the only African American woman on the 2012 U.S. Olympic swim team to win a bronze medal for Team USA at London in 2012.

Asphalt Green Soccer Club (AGSC), located at the UES campus, is New York City's leading competitive soccer program for athletes ages 6 to 18. AGSC operates over 25 teams and 400+ athletes at the local, regional, and national levels. After committing to striving for excellence in the sport just seven short years ago, the Club is now Asphalt Green's largest competitive program with multiple teams ranking in the top 10 in New York State—along with participating in US Soccer's Elite Development Program and National League circuits across the country. Recent successes include two NYS Cup championships, multiple NY Cosmopolitan Soccer League division championships, and one girl's team defeating the number five team in the country at an elite tournament in Florida.

Across its two campuses, there are approximately 4,000 members who have access to fitness centers and aquatics facilities. Classes and programs serve all ages and abilities. There is a full range of programming in aquatics—from toddler learn-to-swim to the competitive AGUA team, masters swim, triathlon training, and senior water exercise. Equally important are the land-based programs including soccer, basketball, flag football, martial arts, baseball, and tennis.

Asphalt Green's summer day camp has operated as Manhattan's premier day camp since 1988, serving over 700 campers annually. The camp now operates at both the UES and BPC sites offering both swim and land-based sports as well as other traditional camp activities. Scholarships are offered to eligible campers who represent a wide diversity of the NYC population.

Core to the mission of Asphalt Green is to ensure the excellence of both its facilities and programs. Whether on- or off-campus, beginner or Olympic level, Asphalt Green brings its deep expertise, exceptional coaching, and commitment to excellence to all of its free and fee-based offerings.

REPORTING RELATIONSHIPS

The Executive Director will report to the Board of Directors, co-chaired by Caroline Hribar and Barrie R. Zesiger. The Executive Director's Senior Executive Team includes the Chief Administrative Officer, Chief Operating Officer, and Chief Financial Officer. Asphalt Green has approximately 500 full-time and part-time employees. The 25 members of Asphalt Green's Board of Directors represent a wide breadth of

experience. The Board includes both formal and ad-hoc committees that engage with senior staff on a wide range of issues, providing for open and direct interaction under the leadership of the Executive Director and the Board Co-chairs.

LEADERSHIP AND KEY COLLEAGUES

Caroline Hribar

Co-chair, Board of Directors

Caroline Hribar joined the Asphalt Green Board in 2012 and was one of the founding employees of Bionic, a collective of entrepreneurs, investors, and makers who help large enterprises build new growth—recently sold to Accenture. She previously served as Director of Marketing and Communications at Asphalt Green and was a strategy consultant and early-stage startup executive. Caroline noted, “Asphalt Green has been part of my family’s life for many years. I am passionate about the transformative power of sports and fitness, and I look forward to building on our success in the communities we serve and exploring new opportunities for growth and impact.” Caroline holds a Master of Business Administration from Columbia University and a Bachelor of Arts from Dartmouth College. She is actively involved with Dartmouth as a member of the Campaign Executive Committee and was a Board member of the Dartmouth Club of New York and a founder of the Centennial Circle—a groundbreaking women’s leadership initiative at the college.

Barrie R. Zesiger

Co-chair, Board of Directors

Barrie Zesiger joined the Board in 1994. She and her husband, Al, were the founding donors of Asphalt Green’s AquaCenter. “Asphalt Green is home for Al and me,” Barrie said. “We couldn’t be prouder and more excited about its future.” The Zesigers are the Founders and Managing Directors at Zesiger Capital Group, a money management firm focused, before its closure in 2015, on investing in emerging technologies and markets. For the past two decades, Barrie has been, and remained actively involved with, MIT—serving its Corporation Board as a lifetime member. Previously, Barrie was an environmental lawyer. Barrie received her Juris Doctor and Bachelor of Arts degrees from Stanford University. Her community service includes past membership on the Boards of the San Francisco Symphony, San Francisco Museum of Modern Art, and the Sierra Club Legal Defense Fund.

Marcus Farny

Chief Operating Officer

As Chief Operating Officer of Asphalt Green, Marcus Farny manages and directs all business practices and operations including finance, facilities, security, and information technology. Marcus has been an integral part of many award-winning management teams and has worked closely with national and international technology companies—including Microsoft, Apple, Amazon, Google, AT&T, Verizon, Time Warner Cable/Comcast, and TomTom. For 12 Years, prior to joining Asphalt Green, he served as the COO of TransMedia Corporation, a private technology company. Marcus has a Bachelor of Arts in performance from Berklee College of Music, is a veteran triathlete, and certified USA Cycling coach. A longtime member and sponsored athlete of the Asphalt Green Triathlon Club, he has completed two Ironman and multiple half-Ironman races.

Pedro Raicovich

Chief Administrative Officer

As Chief Administrative Officer, Pedro Raicovich is responsible for tracking the organization’s financial growth and development of new business opportunities. In addition to overseeing membership, fitness, sports, and rentals, Pedro is the point person for the ongoing management of and improvements to company standards and policies. With a diverse sports background, Pedro holds nationally accredited

licenses from US Soccer, USA Football, and USA Basketball. He has a Bachelor of Science in community health from Hunter College and is CPR and AED certified through the American Red Cross. Growing up, Pedro played club soccer, basketball, and baseball. As a track and field athlete, he competed in regional and national competitions and was a county champion in the long jump and 400-and 800-meter races.

Dean Somer

Chief Financial Officer

As Chief Financial Officer at Asphalt Green, Dean Somer oversees the accounting, billing, payroll, and purchasing departments. Dean has over 25 years of finance experience in the biotechnology, telecommunications, and energy industries. Prior to joining Asphalt Green, he was the corporate controller at Teliris Inc., a videoconferencing technology company, where he managed domestic and international financial operations. Dean is from Peekskill, New York, and has a Bachelor of Arts in accounting from Baruch College.

FROM THE CO-CHAIRS, BOARD OF DIRECTORS

Asphalt Green has been successful over the past 25 years in building its first-class Manhattan facilities and developing its myriad of programs for a large variety of users. The Board of Directors represents a variety of interests and users. The dedicated staff includes a diverse population and a mix of those who have been at the organization for both the long and short term. Lead by our senior team, our staff has done incredible work to maintain Asphalt Green through the pandemic, and we are so pleased to see our programs and services restored. This is an important moment in the trajectory of Asphalt Green's history, and the next Executive Director will provide leadership in the development and implementation of new strategic initiatives. Three, in particular, stand out: Pre-covid, Asphalt Green was reaching its on-site capacity for many of its programs. We expect to reach that capacity again shortly. In addition, Asphalt Green must retain the quality of its physical plants, particularly the indoor Olympic-standard swimming pool on the Upper East Side that was built in the early 1990s. Finally, Asphalt Green's excellence in coaching needs to be shepherded to an even greater level so that this aspect of Asphalt Green is recognized more fully as a core competency and differentiator. We both have long histories at Asphalt Green and are proud to lead the organization into this next phase of Asphalt Green's growth as a non-profit with a special niche in New York City.

– Caroline Hribar and Barrie R. Zesiger, Co-chairs, Board of Directors

PRIMARY RESPONSIBILITIES

The Executive Director will

- guide the effort to set and communicate institutional strategy and priorities;
- ensure the most effective organizational structure to implement a vision and strategy, leveraging the organization's existing and untapped potential;
- manage, motivate, and nurture the senior team and staff by building and maintaining a collegial environment, delegating responsibility, holding staff accountable, directing and managing performance as necessary, and providing opportunities for professional growth;
- encourage expansion of free community programs through partnerships with nonprofit community schools and other appropriate government services;
- foster and promote Asphalt Green's culture of excellence;
- ensure that there is an effective fundraising strategy and organization in place, and provide personal leadership in the cultivation and solicitation of donors and foundations;

- represent Asphalt Green in New York City public affairs and maintain its critical relationships with the Mayor's office, the City Council, the Parks Department, the Battery Park City Authority, and other core departments and public entities; and
- maintain excellent relationships with the Board, fostering their engagement and working to refresh the Board membership in order to ensure the diversity of voices.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Asphalt Green seeks an Executive Director with

- a commitment to the mission of Asphalt Green—to provide access to sports and fitness opportunities for all New Yorkers and to foster a love for physical activity in underserved areas;
- experience as a steward of responsible growth, including a track record of high level of involvement with a complex organization;
- market and business savvy with an ability to think strategically and creatively at a very high level to maximize resources and oversee implementation of a strategic road map;
- decisiveness with an ability to lead and manage an empowered high-performing executive team, bringing out the best in the team by appropriately developing and supporting each individual and, at the same time, fostering collaboration and connectiveness among all;
- an ability to balance for-profit leadership skills and business acumen—including disciplined financial management—with Asphalt Green's nonprofit mission and need for exceptional people skills;
- an ability to handle external relations with key partners—political and public;
- fundraising experience, including a willingness and ability to identify fundraising targets and to make the “big ask;”
- strong communication skills, to support Asphalt Green's internal functioning, relationships with members and program users, our partners in New York City and State government, our donors, our neighborhoods, and the Board; and
- unquestionable integrity with strong personal ethics, including an ability to be a true role model and representative of Asphalt Green, its mission, and its values.

A bachelor's degree is required for this position as is at least ten years of experience in an organization of similar size and scope.

SALARY AND BENEFITS

Asphalt Green offers a competitive salary and comprehensive benefits package. It also encourages its team to take advantage of Asphalt Green's expertise and its facilities. Current and past executive team members include elite and beginner triathletes, marathon runners, martial arts enthusiasts, and Masters swimmers.

LOCATION

This position is located in New York City. Asphalt Green has locations on the Upper East Side and Battery Park City in lower Manhattan.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Asphalt Green as well as the responsibilities and qualifications stated in the prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit: [Executive Director, Asphalt Green](#).

To nominate a candidate, please contact Don Hasseltine, donhasseltine@aspenleadershipgroup.com or Ashley Buderus, ashleybuderus@aspenleadershipgroup.com.

All inquiries will be held in confidence.