



General Manager Profile: Bayview Yacht Club Detroit, MI



Bayview Yacht Club
"established 1915"

The Club

Founded in 1915, Bayview Yacht Club celebrated its 100th year of continuous operation in 2015. Floyd Nixon's canoe and Perc Williamson's small power launch is all that it took for a small yacht club to start taking shape. These young men bonded by their love of the sea, began in a boathouse on Motor Boat Lane. Now with nearly 1,000 members, many world-renowned racers and leaders in the USYRU, a 8,000 square foot clubhouse on the Detroit River is home to "the Shrine of Nautical Culture" that we know as Bayview Yacht Club.

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The success of BYC has not come automatically but rather through hard work of its visionary members, Commodores and employees who have guided Bayview with the principles on which the Club was founded:

- To preserve the development of sailors
- To preserve the traditions of the sea
- To the continuance of that finer class of sportsmanship which seems born largely of the sea and the sea-minded
- To the development of sailing vessels which will add fresh glory to the most daring and romantic of all sports

These are the aims of Bayview Yacht Club.

Over the years, Bayview has become the “sailing club” of the Midwest and beyond, producing many of the nation’s top sailors, beginning with their award winning junior sailing program, to their small and big boat regatta series to their hosting on local and nationally recognized regattas not the least of which is the annual 262 nautical mile Port Huron to Mackinac race. Along with its sailing fame, BYC has become known as one of the most desired social gathering places for sailors and non-sailors alike with the hub being the world famous “Bayview Bar” – home of the Hummer!

***For more information, please visit the Bayview Yacht Club website at:
www.byc.com***

Club Facts:

- At present, there are approximately 985 members In all categories
- Initiation Fees and Dues
 - Full Active Member – initiation fee of \$2,500 with annual dues of \$1,920
- Amenities include:
 - An eight thousand square foot, two story clubhouse, with a world famous bar, a riverfront dining room and patio, multiple and multiple private dining and meeting areas.
- The Club has gross revenues of approximately \$3.00M annually; with F & B volume of approximately \$1.5M with a \$150 per quarter minimum.
- The Club is organized as a 501 C 7 entity. As well as supporting a 501 C3 Foundation to support its many regattas
- The Club is seasonal with the vast majority of activities occurring from April through December although the majority of the membership remain in the area on a year round basis.
- There are over 100 boat slips accommodating from 20 to 75 ft. length yachts.

The Club has a strong focus on sailing, food and beverage operations

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along with an active social calendar that includes an active array of programming: Adult and Junior Sailing, Casual Dining, Club Events, Holiday Parties, Private Events, Wedding Receptions (often up to 250 people) along with many sailing based seminars and lectures. Trap shooting on the front lawn adjacent the Detroit River is a popular winter sport.

- Bayview also each year hosts numerous local and national sailing competitions and regatta including this year's 94th consecutive Port Huron to Mackinac race.
- The Club has approximately 45 FTE staff members.
- Bayview Yacht Club is governed by a 10 person Board of Governors and uses the General Manager/ Chief Operating Officer concept in its staff organizational chart.

The Role

Bayview Yacht Club General Manager

The GM, reporting to the Commodore and Board of Governors, has clear "ownership" for day-to-day operations of BYC, while focused on the achievement and maintenance of an annual business plan for the Club, and all the necessary elements, activities and staff to support this focus. Specific emphasis on consistently enhancing an extraordinary experience for the members and their guests is primary to this role. He/She is responsible to manage the entire inventory of key assets (physical and staff) including docks, club owned boats, food and beverage, and others; to ensure consistently meeting *clearly defined expectations of service execution and delivery*.

The GM will provide leadership to contributing constituencies (Board, Committees, Members, and Staff) relative to key programming, events and activities at the Club; recognizing the need to lead in balancing multiple interests, perspectives, and the Club's business and financial objectives. Successful administration of all operations of BYC, while meeting annual tactical and strategic goals and expectations, is critical; as is keeping a clear appreciation of maintaining high member satisfaction levels in the course of doing so. The GM will be leading all aspects of the organization and will have the "visionary leadership" to make necessary and sometimes bold decisions in the best interests of the Club, even if it means pressing the imagination of the Board for actionable decisions.

The Board's expectation is for a GM/leader who offers up thoughtful, proactive plans and solutions to issues and strategies affecting the Club and its ability to meet its mission; essentially having a "here is the plan and this is why I believe it's in the Club's best interests" mindset, then implementing and executing upon the plan once approved. Board

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members are active Club users and are not looking to 'run the club,' but rather be 'partners' with the GM on critical issues of note beyond general operations, which are his/hers to manage.

The GM is the clear leader in ensuring that BYC 'brand,' as a premier sailing club in the Midwest market (and beyond), is maintained through consistent focus on priorities, goals, and objectives that have been mutually established and reviewed in conjunction with the Board of Governors. He/She will oversee the execution of all necessary and relevant enhancements to procedures and operational strategies.

The GM is the 'face' of BYC, to members, staff and external constituencies and reciprocal clubs, and is expected to ensure that the best interests of the membership are maintained and enhanced through his/her leadership. Of extreme importance is the development and support of an effective and dedicated team of department heads, supervisors and staff, and professional 'infrastructure' consistent operating standards and execution, and overall leadership to all groups within the organization. In doing so, it is expected that the GM is "sincerely visible and engaged" with each of these key constituencies who contribute to the Club's overall success.

In addition to leading all management functions in the operation with gross revenues just under \$3.00M, food and beverage revenues that will likely continue to increase with increased member satisfaction, and a staff of approximately 45 associates in the height of season (April-December); the Club's General Manager will lead the preparation of annual operating and capital budgets, and be a catalyst in compelling the strategic planning of the Club. He/She will work with the Board to identify clearly defined and measurable annual initiatives and budget objectives, presenting plans and recommendations to the Board for approval. These plans will be backed with reasoned, well-conceived tactics, which he/she will own and be accountable to attain. The GM will be a key player in the design and execution of all potential capital projects.

BYC is one of the most highly regarded sailing yacht clubs in the country. The next GM must be an effective leader, business executive and someone with impeccable credentials, as well as widely respected and regarded for the way in which he/she conducts business and for the results achieved thus far in his/her career. Especially critical is to be a keen developer/mentor of the clubs dedicated and tenured staff, as well as ensuring that necessary and appropriate accountabilities are in place for all levels of employee partners within the BYC organization.

Primary Responsibilities

Organizational Structure:

BYC operates under the General Manager/Chief Operating Officer (GM/COO) organizational structure. The GM reports to the Club's Commodore and is ultimately responsible to the Board of Governors.

Direct reports to the GM position, at present, include:

- Controller
- Membership/Accounts Receivable
- Executive Chef
- Bar Manager of 50 Years
- Dining Room & Banquet Manager
- Receptionist/Member Services
- Harbormaster
- Maintenance Manager

The GM provides support and guidance to all Club Committees, which are Advisory to the Board of Directors. These Committees include the following (See Organization Chart Attached):

- Control
- Membership
- Strategic Planning
- Governance (Legal & Bylaws)
- Business Operations
- Sailing
- Mackinac Race Authority (MRA)
- Facilities
- Sponsorship
- Nominating

The Individual

Bayview Yacht Club GM Candidate Specifications

Critical and Necessary Qualifications; Key Characteristics

- An intuitive style resulting in a *sincere and visibly engaged presence* with Board, Members, Guests and Staff, with an *exceptionally strong focus on enhancing the transparency of efforts and communications.*
- *A strong and passionate leader with a proven track record of providing quality services in a very active membership facility, and with a personality that exemplifies the “BYC Experience”, which exemplifies great service, leading to positive ‘memories.’*
- A *Team Builder* who has a history of attracting, developing and retaining a high performance staff.
- Has a fundamental understanding of what constitutes a ‘great club experience,’ and *the proven ability to execute to that level.*
- *Doing so while having a firm knowledge and understating of the Club finances and the ability to communicate and implement the key performance indicators*

General Qualifications & Experience

- Preferably, a college graduate with a Bachelor’s Degree in Business Administration or Hospitality Management with a minimum of 5 years of significant management experience and a preference for at least 5 years of General Management, or Clubhouse Manager experience in a similar, private, member-owned premier club environment. Quality service experience in a management level position is desirable.
- *Exceptionally strong communication and facilitation skills, both written and verbal, with the appropriate personal presence, desire, and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of BYC.*
- Knowledgeable in “best practices” of top performing and high member satisfaction clubs around the country.
- A verifiable record of working closely and successfully with member owned club Boards and active Committees.
- A verifiably unblemished career track that demonstrates a record of tenure and commitment to previous employers, where career moves were for enhancement of skills and experiences as opposed to ‘unplanned’ career changes.
- A visionary leader who has the ability to sustain a culture of quality service and what is generally considered a “Great Club Experience.” Understands longer-term strategies and the “big picture.”
- Strong general management skills with verifiable strengths in inspirational leadership, financial performance, “people” skills, programming and recreational amenity management. Especially strong credentials are preferred in highly regarded exceptional member/guest service programming, quality food and beverage programming, strategic

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planning, programming and project management, and *most importantly, the ability to consistently define and achieve goals and objectives, and execute to those standards.*

- Verifiable ability to *attract, hire, develop and lead* a high performing team of professionals while setting and maintaining standards of performance appropriate to perpetuating the Club's strategic vision.
- Having some sailing/boating knowledge is helpful, but not an 'absolute' experience necessary for success.
- Excellent financial skills, with the ability to quickly assimilate numbers and reports. Knowledgeable regarding typical club financial issues of funding, cash flow, project analysis, and so forth. Is aware of critical benchmarking and financial metrics that lead to proactive responses to trending curves.

Traits, Skills and Competencies

- A confident, diplomatic, respectful and competent professional who is a 'doer' and take-charge person and who recognizes the importance of accountability.
- A creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word and confidently puts forth recommendations to the Board and Staff.
- Personally capable and comfortable with technology and incorporates its use, as appropriate in his/her everyday role, while never losing sight of the need for 'high touch' relations with Members and employee partners.
- An individual who possesses a style and presence, in addition to personal and professional integrity, commensurate with BYC.
- A person who understands and effectively functions in a non-profit, volunteer, member-owned Board and Committee environment, who further recognizes the need to use these groups as sounding bodies, raising issues of a policy nature and offering alternatives in addition to pros and cons. Ultimately, an enthusiastic supporter of Board decisions and directives.
- A strong consensus builder who embodies the behavior and skills one needs to be successful in this type of governance model.
- Armed with a high degree of creative, relevant and innovative ideas relative to food and beverage operations, member activities and programs.
- Decisive, visionary, committed, energized and passionate about BYC and the role that he/she has assumed.
- Capable of a high degree of self-motivation, resourcefulness and 'cache' in leading and managing a diverse club operation while, at all times, exemplifying the style appropriate to Members, Staff and other constituencies of BYC.

Miscellaneous

- Work with the Executive Chef, Bar and Dining Room Manager to ensure growth in restaurant revenues with the goal of 100% member satisfaction. The Restaurant and Bar revenue volume is currently 50% of annual revenue. Communicate immediate and long-term plans to Board of Governors on ways to achieve growth and member experience.
- Work with staff to recommend hours of operation and differentiated menu offerings for each F & B operating entity, looking to provide an appropriate balance of service and product options for member enjoyment.
- Act as a catalyst for identifying new programs and services for members and guests, designed to increase usage and/or enjoyment of the Club dining facilities.
- Having a verifiable track record of successfully leading and growing a dynamic food and beverage and clubhouse operations including building revenues, controlling costs and meeting or exceeding planned and budgeted bottom line goals and objectives.
- Possess strong and verifiable skills in developing and growing multi-dimensional and innovative ala carte dining service.
- A personable individual *with a sense of humor* and style that is commensurately appropriate with the culture and expectations of a friendly, fun and supportive membership group and team of employee partners.
- Someone who has been a “difference maker” wherever he/she has been in the past.
- Preferably, possessing a Certified Club Manager (CCM) and/or a Certified Chief Executive (CCE) designation or similar professional development achievements.

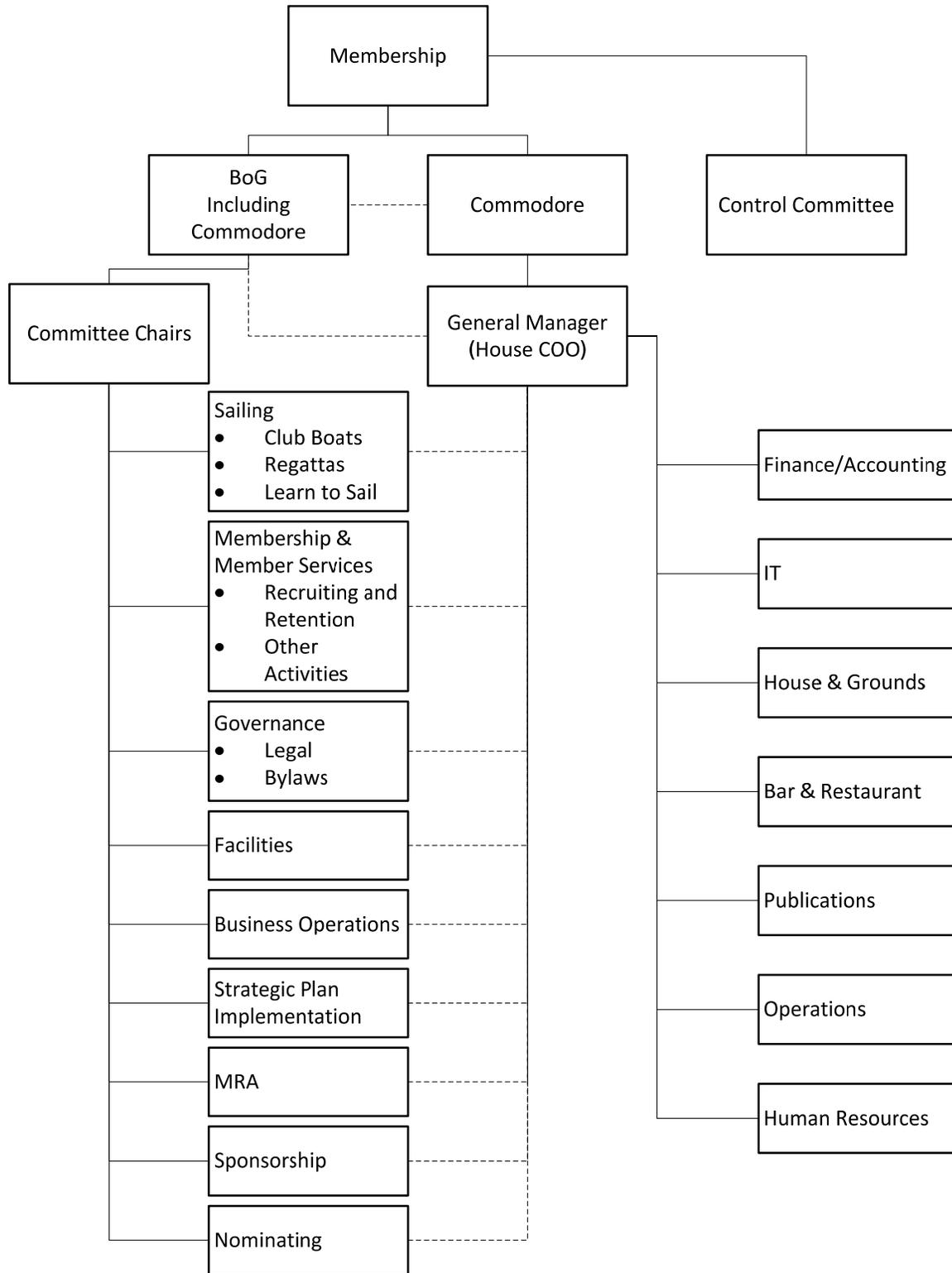
Salary: Open and commensurate with qualifications and experience. It is expected that interviews for this position will occur in January 2018, with an anticipated start date by March 1, 2018 or earlier.

Application: We prefer to have you email your resume and cover letter (in that order) to our resume service. Please note that you should have your documents fully prepared to be attached when prompted for them.

If you have any questions please email BYC Candidate Search:
candidate@byc.com

Brad Kimmel, the search team chairperson, may be reached at:
Commodore2018@byc.com or (248)-388-3581.

Organizational Flow Chart



Board, Committee and Management Roles and Responsibilities

Area/ Department	Board	GM	Department Heads	Committees
Long Term & Strategic Goals	Develops in conjunction with mission and vision statements	Provides input	Provides input	Provides input and formulates strategic initiatives
Short Term Goals	Monitors	Establishes and executes for the house	Receives direction	Establishes and execute for area of responsibility
Day-To-Day Operations	No Role	Makes all house management decisions	Manages department	Makes operational decision for area of responsibility
Budget	Approves	Recommends budget to Board	Prepares with GM	Prepares Budget and recommends to BOG
Capital Purchases	Approves	Prioritizes requests for Board approval	Prepares request	Makes recommendations
Decisions on Building Renovations and Expansions	Makes decisions that are based on mission and vision statements	Provides input If authorized, signs and executes contracts	Provides input at Committee level	Makes recommendations
Supply Purchases	Sets policy/approves budget	Reviews and approves	Purchases according to policy and budget	No role
Emergency Repairs	Works with GM and acts with concurrence from Chair	Notifies commodore for immediate approval and notifies Board	Communicates need to GM	Notifies Commodore for immediate approval and notifies BOG
Fees	Adopts policy	Develops fee schedule with Board input	Provides input	Recommends to BOG
Hiring Staff	No role	Approves all hiring	Interviews direct reports	Provides input (1)
Staff Deployment and Assignment	No role	Establishes and executes	Follows club policy	Recommends and Monitors
Personnel Policies	Adopts policy	Recommend/administers	Follows club policy	Provides Input to GM (2)
Staff Salaries	Allocates line item for budget	Approves salaries and recommendations from supervisory staff	Makes recommendation to GM	Provides Input to GM (2)
Staff Evaluations	Evaluates ONLY the GM	Evaluates all department managers and may seek Board input	Evaluates all direct reports	Provides Input to GM (2)
Membership Growth & Marketing	Works with membership committee to develop strategy Approves members	Works with Board to develop strategy and assists the membership committee and Member Services	Provide input	Makes recommendations and carries out strategy

(1) The MRA is responsible for hiring administrative staff following the Clubs independent contractor procedure / policy.

(2) The Facility Committee and Sailing Committee should provide input to the GM as appropriate.