

## **GENERAL MANAGER PROFILE: CLEARWATER YACHT CLUB (CYC) CLEARWATER, FL**

### **THE GENERAL MANAGER (GM) OPPORTUNITY AT THE CLEARWATER YACHT CLUB**

An amazing opportunity exists for candidates with a successful track-record of leadership and high-quality operations management at experience centric club operations or high-end establishments in the hospitality industry. We are conducting the General Manager search for the Clearwater Yacht Club. The candidate will be an integral part of a high-performing team for one of the most prominent yacht clubs in Florida.

The Club prides itself on its unique and prized culture of highly personalized service and relationships that foster a social hub for the enjoyment of its membership. The General Manager role at CYC is one best suited to a leader who truly enjoys being the 'face' of the Club, being highly engaged, visible and interactive with member families, and epitomizes the "selfless leader" so appropriate to a high performing hospitality environment. This is an opportunity for a qualified manager to make a long term 'home,' being appreciated for providing competent, committed and sincerely engaged leadership.

[Click here to view a brief video about this opportunity.](#)

### **CLEARWATER AREA**

In the early 1900's Clearwater was a charming little town, still part of Hillsborough County, a fishing port surrounded by citrus groves, reached by water, sand roads that wound through little hammocks, and by the little train that puffed along its single track, once a day.

Clearwater today is a city located in Pinellas County, Florida, northwest of Tampa and St. Petersburg. To the west of Clearwater lies the Gulf of Mexico and to the southeast lies Tampa Bay. As of the 2010 census, the city had a population of 107,685. Clearwater is the county seat of Pinellas County and is the smallest of the three principal cities in the Tampa–St. Petersburg–Clearwater metropolitan area, most commonly referred to as the Tampa Bay Area.

### **HISTORY OF CLEARWATER YACHT CLUB**

The Charter and by-laws of Clearwater Yacht Club were officially registered on the 14th of February in 1911. There were 28 winter resident members that met at each other's homes for the next two or more years, until by default the fledgling Clearwater Yacht Club fell into inactivity.

Young men came back from the great war in 1919 to a Clearwater with little to satisfy their boundless energies. By then the town had paved brick roads running down to a wide, long dock, at the end of which was a building with a pavilion atop, which was to become the new Clearwater Yacht Club clubhouse that year with a totally new group of members.

Throughout the years, Clearwater Yacht Club has never lost sight of a fundamental objective enshrined in its by-laws, "the promotion of sailing." In 1977 the Kahlua Cup was founded, becoming the first major "big boat regatta" to be organized and hosted by Clearwater Yacht Club on an annual basis. J24 Regattas attracted much attention, producing some highly competitive sailing. The long-distance race from Clearwater to Key West, sailed every May, became highly esteemed and universally popular.

In 1988 the Optimist Youth Sailing Program was introduced, and in just ten years Clearwater Yacht Club has become one of the best known clubs on the United States circuit, with a young Clearwater Yacht Club sailor winning a place on the US Team of five to compete in the Worlds in Portugal in 1990.

The Clearwater Yacht Club is proud to have sent several of their youth sailors to some of the more prominent universities in the country with scholarships.

None of these things would be possible without the dedication and hard work of a group of people who devote their time, energy, boats and money to the encouragement of competition and excellence. This has surely been the underlying quality that has kept the spirit of Clearwater Yacht Club alive throughout its history.

#### **CLEARWATER YACHT CLUB BY THE NUMBERS**

- 272 Full Members, 93 Social, 79 Seasonal, 23 Junior
- \$1.93M Gross volume
- \$859,000 Annual dues volume
- \$954,000 F&B volume
- 34 Slips
- 30 FTE Employees
- 7 Committees - House & Grounds; Membership; Finance; Entertainment; Waterside; Yachting; Policy
- 12 Board Members: Not including Commodore; Board of Trustees: 6 + Current Commodore
- 2 Year Terms for Board Members; 3 Years for Trustees
- 60 Average age of members

**CLEARWATER YACHT CLUB WEBSITE:** [clearwateryachtclub.org](http://clearwateryachtclub.org)

#### **GENERAL MANAGER (GM) POSITION OVERVIEW**

The GM will be responsible for all day-to-day operations of The Clearwater Yacht Club. The new GM will be a highly visible, hands-on leader who can work collaboratively with team members to manage dining, marina, building maintenance, finance, private parties, catering, member communications, recreational and children's programs. The GM is ultimately responsible for delivering outstanding service and memorable experiences to the multi-generational membership and their guests.

Reporting to the Vice Commodore, the GM leads the organization in accomplishing its mission of being a vibrant, member-driven, multi-generational yacht club providing all members with extraordinary experiences and legendary services.

The position conveys the CYC values in a manner that is well understood, widely supported, consistently applied and effectively implemented. The GM supervises the Dining and Beverage staff, Executive Chef, Administrative staff, Maintenance staff and Dockmaster.

Key attributes include:

- A highly visible and engaged outgoing club leader who enjoys daily interaction with staff, club members and guests.
- Has a history of success and understanding of quality Food & Beverage operations, including revenue growth, cost control, training, and strong service culture development.
- A verifiable motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism.
- Being naturally outgoing, conversant, respectful, and diplomatic, *but able to diplomatically say "no" when appropriate.*
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience. Keen understanding of quality in all aspects of the club and club operations as well as demonstrable success in leading clubs to continued relevancy and successfully managing evolving membership demographics.
- Fosters cordial and respectful relations with members, while at the same time ensuring that CYC rules are consistently applied by staff and followed by members and guests.

- Maintains exceptional member relations and delivers outstanding membership experiences and satisfaction by creating a quality environment through staffing, programming, operations, and maintenance. Drives creation of a membership experience that retains existing members and leads to new member growth.
- Proposes appropriate annual and longer-term financial objectives, including the capital budget plan, and manages operations to consistently achieve these goals. Is responsible for achieving operating and financial results consistent with board-approved goals and objectives.
- Verifiable strength in working closely with boards, committees, local municipalities, and other key stakeholders.
- Is committed to making CYC a vibrant, member-driven club and promotes the development of a positive and respectful relationship between members and CYC staff.
- Helps in the development of the long-term strategy; stays abreast of industry trends and challenges and proposes annual objectives and plans that meet the needs of members, employees, and other stakeholders; ensures consistent and timely progress toward strategic objectives; with board guidance, allocates resources consistent with strategic objectives.
- Works closely through and with the Commodore, Flags Officers and Chairman of the Board to keep the Board of Directors fully informed on all important aspects of CYC operations. Is effective at taking the lead in pressing for actionable decisions. Facilitates the Board's governance and committee structure. Implements Board policies and recommends policies for Board consideration.
- Positions CYC as a positive community citizen. Maintains a positive image with CYC and with the businesses, institutions, and other entities that support the work of the club.

#### **EMPHASIZED KEY CHARACTERISTICS**

- Outstanding communication skills are necessary for this role and to be successful at CYC. As the primary communicator of much of the information at the Club, proven outstanding verbal and written skills are absolutely critical, as is a keen ability to "listen," "engage," "build trust" and "be highly approachable."
- Must have a nurturing, respectful, mentoring style of leadership with staff, carrying themselves to a standard other staff want to emulate.
- A "hands on" leader who recognizes the balance between leading, doing and delegating.
- Must be a visionary and mission oriented; anticipating how the Club continues to evolve is important, as is being actively 'networked' in the industry to the point of being on the forefront of trends in clubs. He/She should be able to project and steer the club in the right directions for the benefit of the membership.
- A visible, sincerely engaged and hard-working leader that brings ideas to the table and can express those ideas thoughtfully and easily to team members, the Board, the Flags and the highly active Committees.
- Being strategic in focus and able to gain support and execute approved plans and directions, sometimes exhorting the Board to make actionable decisions, albeit it with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Recognizing the need for the continuation of an "employer of choice" approach to attracting, retaining, and developing staff at every level within the greater CYC organization.
- Innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Possessive of a strong financial acumen for hospitality trends and metrics, and able to fully comprehend and explain P/Ls, balance sheets, cash flow and operating, capital and project management budgets.

#### **INITIAL PRIORITIES OF THE GENERAL MANAGER**

- Simply, work diligently to develop the trust and confidence of key contributors by being thoughtful, candid, proactive, available, approachable and by listening and respectfully responding.
- In collaboration with the Flag officers, Committee Chairs, Board members and staff, ensuring that the overall financials, reports, and processes are in place and followed.
- Continuing employee engagement, primarily by being exceptionally proactive in engagement throughout the operation, learning names, spending time to know and understand the team members, learning the procedures and ebb and flow of business. The senior staff of the CYC are generally long tenured, well-regarded and capable.

- Evaluate the overall member service experience and how it dovetails with employee performance, the accountabilities and responsibilities of key departmental leaders and furthering the plan for continuous improvement.
- Meet with key volunteer leaders, observe, listen, and learn expectations.
- Review the overall F & B operation, its consistency of execution and overall standards for success.

### **DESIRED CANDIDATE QUALIFICATIONS**

- A minimum of 5 - 7 years of progressive leadership/management experience in (preferably) a private member-owned club, or leading hospitality operations outside of the club industry in a similar hospitality operation. True 'rising stars' from the club industry who have been verifiably well-mentored and who possess outstanding relationship skills will also be considered.
- Strong personal qualities of integrity, confidence, credibility, energy, commitment, and humor along with exemplary ethics.
- Technologically proficient and recognizing best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- Someone who respects the history and traditions of the Club, while also being an innovator and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.
- A true, confident, diplomatic, and competent club industry professional with exceptional "executive presence," who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- As noted above, a true "partner" with the Chairman, Board, Flag Officers and highly active Committees, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect. Yacht club or marina experience preferred but not required.

### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor's Degree from a four-year university or college, preferably in Hospitality Management is preferred.
- In lieu of the degree, substantial private club or hospitality experience will be fairly considered.
- From the club industry, Certified Club Manager (CCM) designation is desired, but not required. If without such designation, a commitment to on-going and lifelong learning and strong networking capabilities is critical. If outside of the traditional CMAA background, having verifiable professional development that clearly provides confidence in one's ability to lead a club and hospitality operation like CYC.

### **SALARY & BENEFITS**

Salary is open and commensurate with qualifications and experience and befitting a club of the size and scope of The Clearwater Yacht Club.

### **INSTRUCTIONS ON HOW TO APPLY**

Please upload your resume and cover letter (in that order) using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

**Preparing a thoughtful letter of interest and alignment, clearly articulating your "fit" with the profile and the above noted expectations and requirements is necessary. Your letter should be addressed to Mr. Richard Libonate, Search Chairman,** and clearly articulate why you want to be considered for this position at this stage of your career and why CYC and the Tampa area will likely be a "fit" to you, your family and the Club if selected.

**IMPORTANT:** Save your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter, Clearwater Yacht Club”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

[Click here](#) to upload your resume and cover letter.

If you have any questions please email Holly Weiss: [holly@kkandw.com](mailto:holly@kkandw.com)

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