

## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: ENCINAL YACHT CLUB ALAMEDA, CA**

### **GENERAL MANAGER/CHIEF OPERATING OFFICER AT ENCINAL YACHT CLUB**

The Encinal Yacht Club (EYC) has a long tradition of sailing and racing excellence. The Club is seeking a General Manager/Chief Operating Officer (GM/COO) who is an effective hands-on leader, business executive, and someone with impeccable credentials. Especially critical is to be a keen developer/mentor of staff and initiate the necessary and appropriate accountabilities that are in place for all levels of employees within the EYC organization.

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

### **ENCINAL YACHT CLUB**

Encinal Yacht Club, established in 1890 as the Bay Area's third oldest yacht club, originated from Alameda's Gold Coast community. Its distinct management structure and emphasis on family involvement set it apart early on. Known for extravagant moonlit parties, regattas, and cruising events, the club initially boasted a fleet of 30 boats, primarily small-craft sailing canoes and larger sloops. Social celebrations like Opening Day featured decorated yacht parades and diverse entertainment, solidifying the club's reputation.

During economic downturns, the club pivoted to a focus on smaller boats, thriving with sailing canoes, Star boats, Snipes, and El Toros dominating its fleet. Controversies and negotiations over clubhouse locations led to the establishment of a new clubhouse in 1960, located on the Oakland/Alameda Estuary, featuring a swimming pool and guest docking facilities.

Encinal Yacht Club prides itself on family-oriented events, boating, and its picturesque location, offering extensive docking facilities ideal for formal events and relaxation. Its renowned Junior Sailing Program trains young sailors in fundamental skills and racing techniques, with many graduates representing EYC in national regattas.

The club hosts various yachting programs and races, including the Coastal Cup, Jack Frost Midwinter Series, and the Friday Night Twilight Series, catering to diverse sailing interests. Additionally, the Paddle Club invites members to explore the estuary via kayaks, paddleboards, or rowing, fostering a community of water enthusiasts.

Encinal operates under a unique two-level management structure that works quite well for the club. The club has a senior FLAG side of the administration that is responsible for all events having to do with the water, such as race organization, use of dock facilities for events and interclub relations, and the BUSINESS side of the club, all things about the running of the club and the clubhouse, is the responsibility of the President, Senior Vice President, Vice President and the Board of Directors. Senior Flag officers also serve on the Board of Directors.

EYC's commitment to fostering sailing passion, teaching maritime skills, promoting camaraderie, and environmental stewardship underscores its legacy, making it a welcoming space for seasoned sailors and newcomers alike.

### **ENCINAL YACHT CLUB BY THE NUMBERS:**

- 530 Members, all categories
- Approximately \$2.3M Gross volume

- Approximately \$925k Annual dues volume
- Approximately \$700k F&B volume
- 7 FTE Employees

**ENCINAL YACHT CLUB WEBSITE:** [www.encinal.org](http://www.encinal.org)

### **GM/COO – POSITION OVERVIEW**

The General Manager/Chief Operating Officer (GM/COO) is hired and retained by the Board of Directors and reports to the President. The GM/COO has clear “ownership” for the day-to-day operations of EYC, 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 for managing the entire inventory of key assets (physical and staff) including clubhouse, sailing, marina, food and beverage, and others, to ensure consistently meeting clearly defined expectations of service execution and delivery.

The GM/COO 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 EYC, while meeting annual tactical and strategic goals and expectations, is critical, as is keeping a clear appreciation of maintaining a high member satisfaction level. The GM/COO will be leading all aspects of the organization and should have the “visionary leadership” to make necessary and sometimes bold decisions in the best interests of the Club.

### **INITIAL PRIORITIES OF THE NEW GM/COO**

- Coordinate and implement Board policies.
- Assure a high level of member satisfaction, including soliciting member feedback and improving the sense of “inclusiveness” for all members.
- Provide ongoing evaluation of the physical plant and equipment, anticipate needs, and oversee capital projects.
- Develop and monitor EYC protocols to assure compliance with local, state, and federal laws.
- Professionally manage all EYC staff, including regular performance reviews that reflect achievement against individual performance goals. Provide guidance and support to staff to help them perform at an optimum level.
- Improve Club operational efficiency and effectiveness.
- Manage the annual budget. Review income and cost relative to goals and recommend corrective action. Implement controls to safeguard funds.
- Be a source of continuity and professionalism in Club operations across changes in Flag and Board leadership.
- Be informed of club industry “Best Practices” (i.e., governance, bylaws, member surveys, policies and procedures, etc.)

### **CANDIDATE QUALIFICATIONS**

- A minimum of 5 - 7 years of progressive leadership/management experience in (preferably) a private member-owned yacht club, private club, or leading hospitality operations outside of the club industry in a similar hospitality operation.
- Strong personal qualities of integrity, confidence, credibility, energy, commitment, and humor along with exemplary ethics.
- Possess exceptional financial and budgeting acumen.
- 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.

- 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.
- Outstanding communication skills are necessary for this role and to be successful at EYC. As the primary communicator of much of the information at the Club, proven outstanding verbal and written skills are critical, as is a keen ability to "listen," "engage," "build trust" and "be highly approachable." One must have a strong "executive presence" and truly understand the unique and compelling culture of the club.
- Must be 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 at the forefront of trends in clubs. He/She should be able to project and steer the club in the right direction for the benefit of the membership.
- A "hands-on" leader who recognizes the balance between leading, doing, and delegating.
- A visible, sincerely engaged, and hard-working leader who brings ideas to the table and can express those ideas thoughtfully and easily to team members, the Board, and 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 with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Being naturally outgoing, conversant, respectful, and diplomatic, but able to diplomatically say "no" when appropriate.
- Recognizing the need for the continuation of an "employer of choice" approach to attracting, retaining, and developing staff at every level within the greater EYC organization.
- Innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- The ability to adapt and contribute to changing and evolving circumstances.
- A true "partner" with the Board, 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.

## EDUCATION

- A bachelor's degree is preferred with a focus on Hospitality Management.
- in place of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM or CCE are encouraged but not required.

## SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package including association membership. *Salary Range: \$150,000 - \$175,000.*

## 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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

**Prepare a thoughtful cover letter addressed to the Encinal Yacht Club Search Committee/Mr. Matthew Dean - President** clearly articulate your alignment with this role why you want to be considered for this position at this stage of your career and why EYC and the Alameda area will be beneficial to you, your family, your career, and the Club if selected.

**You must apply for this role as soon as possible but no later than September 6, 2024. Candidate selections will occur mid-September with the first Interviews expected in late September, and the second interview a short time later. The new candidate should assume his/her role in October.**

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - Encinal”

(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).

**Lead Search Executive:**

Sam Lindsley

Search & Consulting Executive

216-509-2250 – (M)

[sam@kkandw.com](mailto:sam@kkandw.com)