

**GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE:
BAY HARBOR YACHT CLUB
BAY HARBOR, MI**

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE BAY HARBOR YACHT CLUB

Bay Harbor Yacht Club (BHYC) enjoys one of the finest physical plants, views and overall amenities of any club in America, and is located in one of the most desirable and long-standing resort communities in the country! The new General Manager/Chief Operating Officer (GM/COO) will be following the only person in this role since the club was founded some 26 years ago.

Located in the beautiful town of Petoskey, Michigan, BHYC sits on Little Traverse Bay and is part of the great Bay Harbor community, which has been recognized by many publications for the quality of its many different components --- exceptional harbor, housing options, retail, recreational and lodging and more.

Leading BHYC into the next generation and helping to ensure a continuous focus on excellence in all experiences it provides its members and staff is most critical to the next GM/COO's long-term success! This is a very special opportunity that deserves significant attention to learn more! Bay Harbor Yacht Club is on track to be viewed as one of the best luxury residential community clubs in the country and retaining an exceptional club leader who recognizes and can execute to this outcome while living in a highly desirable four-season location is the essential next step.

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

ABOUT THE BAY HARBOR YACHT CLUB AND THE AREA

Established in 1995, Bay Harbor Yacht Club is a member owned, private club located on Lake Michigan's Little Traverse Bay near Petoskey, Charlevoix and Harbor Springs. Member owned since 2001, the club has recently experienced exceptional growth, doubling in size over the last five years and has completed a \$13.5M renovation over the last two years.

Set on beautiful Lake Michigan, Bay Harbor Yacht Club offers a private beach and pool, racquet sports, bocce, a full selection of recreational activities and year-round family programming overlooking a 100-slip deep water marina (which is managed separately and NOT part of BHYC). Recently named a Distinguished Emerald Award recipient as one of the finest private clubs in the world, BHYC serves over 725 members and their guests. The club is also part the nation's first resort community to fully integrate the use of battery-electric vehicles (GEM cars) and has been a leader and advocate of environmentally sound transportation solutions for years.

With four outstanding restaurants on property, there are dining choices from casual to epicurean in an indoor or outdoor environment. BHYC is a popular venue for weddings, social and business events of all types and sizes, where world-class catering includes an acclaimed wine cellar, and stellar cuisine.

Recreational facilities also include tennis, platform tennis, pickle ball, aquatics, beach and bocce ball courts in addition to a wide range of programs for hobby enthusiasts. The Club also offers a wide variety of children's programs and activities from Junior Camp, Time for Tots, Beach Camp and Golf, Sailing, Basketball and Tennis camps.

New features include an Aquatics Center and Bathhouse and new Gazebo Bar overlooking Bay Harbor Lake in addition to a new 10,000 sq. ft. World Class Wellness Center filled with state-of-the-art cardio and stretch machines, a new Golf Simulator, and the acclaimed Wexer Virtual Fitness Classes Online and a Relaxation Spa.

While the Club is open year-round, much of the activity is concentrated in the six months spanning May through October when the Club has most of its members in residence and the clubhouse activity is at its highest. To assist in attracting and retaining seasonal employees the club has recently taken the progressive step of purchasing a nearby motel for employee housing.

Petoskey, Michigan is a long-standing, highly regarded resort community with a year-round population of approximately 6,000 residents but expands to several times that number in the summer. Petoskey is also near Michigan's ski resorts, so winter activity is significant as well.

A 'Norman Rockwell-like' town, Petoskey has great schools, and is a very family-oriented, safe and wholesome community.

THE BAY HARBOR YACHT CLUB BY THE NUMBERS:

- Approximately 725 Members
- Initiation fee: \$45,000 for Bay Harbor residents; \$55,000 for individuals who do not own property within the Bay Harbor community and \$11,500 for Annual Membership
- 2022 Annual dues - \$6,225; a Capital Reserve Contribution - \$750; Annual minimum purchase requirement - \$1,000
- Gross volume approximately \$7.4M
- Annual Dues Revenue of approximately \$3.2M
- F&B revenue approximately \$3.25M with approximately 80% from ala carte dining
- Over 180 Employees (FTE) in season; 75 Employees (FTE) off season
- Average age of membership – 60 years
- There are a total of 15 Board Members, each serving three-year terms
- There are 8 standing committees including: Membership, Budget & Finance, Social, Programs & Activities, Dining, Facilities & Technology, Strategic Planning and Nominating
- The Club uses Northstar for its accounting and POS
- The Club is organized as a 277 taxable entity

BAY HARBOR YACHT CLUB MISSION AND VISION STATEMENTS:

The Mission of the Bay Harbor Yacht Club is to serve its members as the social center of the Bay Harbor community with exceptional services, programs and facilities.

Our Vision: The Bay Harbor Yacht Club shall be the premier club on the Great Lakes offering a full range of world-class activities that connect family, friends and the community.

BAY HARBOR YACHT CLUB WEBSITE: www.bayharboryc.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO at BHYC has full responsibility for all operations of the Club, effectively managing all resources, both operating and capital budgets and reporting to the President and Board. He/She is expected to be the embodiment of an "exceptional member-centric experience," setting a clear "tone at the top" in his/her natural behavior and style, be representative of modern management best service and member experience practices, and always composed while promoting an exceedingly positive, engaging, responsive and highly competent service culture in all operations.

The GM/COO is expected to be an interactive "thought partner" with the Board and Committees, working closely with both groups as they collectively make decisions and set vision and strategic direction for the long-term well-being of the Club and membership. Of critical importance is driving the strategic thinking of Bay Harbor and possessing a strong competency in process management; being a visionary and having positive contributions to design, articulate and execute approved plans is essential. Also being able, when necessary, to have candid, respectful and thoughtful discussions with members regarding member expectations and conduct is critically important.

The successful new GM/COO at BHYC must possess especially strong skills in mentoring and holding accountable senior staff and a group of meaningfully engaged and well-regarded employees.

BHYC, like many resort area club communities, has enjoyed a large influx of new members/residents in the past few years and has significantly grown in activity and amenities during this time. The new GM/COO will be one who is able to further the overall culture of the Club, within both member and staff ranks. All this needs to be done with a natural, sincere, integrity-filled style, recognizing the need to be the "face" of BHYC both internally and in the external greater Bay Harbor and Petoskey community.

Key attributes, experiences, characteristics and style of the successful new leader include:

- The GM/COO must be a “hands on” interactive leader who directly monitors the operation and mentors the staff throughout each day; someone who recognizes and embodies the intimate details necessary for consistency and high levels of satisfaction in all operations and amenities. A honed ability to set clearly defined goals and objectives, hold people accountable for results in a performance management system without being viewed as a micromanager while doing so. Further, recognizing that a significant percentage of the Club’s annual business volume is done in the four months of summer when it is critically important to be “present”, available, approachable, and interactive with both members and staff.
- The GM/COO must possess a personality that is genuine, likable, positive and upbeat and one that projects attractive qualities that puts people at ease. Honesty, humility, straightforwardness, integrity, accountability, leadership and dedication are keys to success in this role. The GM/COO should be able to inspire and motivate others, earn the respect of the members and employees as well as the community (both internal and external) at large. This includes the Bay Harbor Company, the original Developer of the Club and Community, who own the marina, unsold properties and other assets within the Community, and with whom a strong working relationship must be in place.
- The GM/COO should be confident yet humble and an astute listener with a bias for action; being creative, innovative and proactive much be a natural style of the new GM/COO. He or she must also have the ability to engage in a meaningful fashion with both the members and the employees (beyond the board) to execute on day-to-day operations and ensure the long-term strategy is attained and is actively involved in creating it. Being a thoughtful and active listener as part of a very well-developed communication skill is critical. Verbal as well as strong writing communication skills are necessary.
- The GM/COO must be confident in their abilities yet possessing natural humility in his/her interactions with others; naturally outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so. Managing expectations and developing a trust-based relationship to have meaningful and candid conversations about the Club, operations and realities of doing business in a seasonal, resort and competitive staffing environment is critical.
- Possess the natural “art of seeing something....” and then either executing a plan to improve, add, eliminate or rally for whatever it is; essentially being naturally aware and proactive.
- Being creative, innovative 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 and economic cycles.
- Understanding and having had experience with talent selection, retention and development, especially in a highly seasonal operation where quick but effective training needs to occur, is an ideal background.
- Having had experience and involvement in development of strategic and master plans is important, as is a history of success capital project planning and execution.

KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING

The following priorities have been identified as recommended primary focus:

- Immerse into the Club’s financial and business plans to fully understand the Club’s history and model for success. As noted, the Club has evolved greatly over the past few years and being proactive in evaluation of the organizational chart, all processes, functions, programming and operations (SOPs) is important to ensure relevance and meeting of a majority of members’ expectations.
- Be “present” in all areas of the Club and with both members and staff as often as possible.
- Evaluate the talent equation at BHYC; where and how does staff recruitment, training, development and retention occur, and what can be done to ensure BHYC is viewed as a quality ‘Employer of Choice’ in the greater Petoskey/Charlevoix competitive market. Further, ensure that a culture of positive support and celebration for staff achievements and recognitions is in place and valuable to support their contributions to success.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of great importance to the membership, and meeting members’ expectations in this area is a critical success factor.
- Immerse into the Club’s strategic plans and understand its history of amenities development, ensuring that any ‘open’ projects are completed with good success.

- Working with the Board, ensure that a clearly define Roles and Responsibilities matrix is in place to eliminate ‘gray areas’ that exist, recognizing this needs to occur within operations as well as between key staff and volunteer leaders and groups.
- Ensuring that a thoughtful and collaborative communication process is in place, “removing hurdles” where necessary and appropriate, and learning where to the most positively impactful advocate for individual and team success is critical.
- Work to ensure a smooth and successful transition, using the retiring GM/COO as a sounding board and resource when necessary. BHYC functions at a high level at present; a successful outcome will include understanding and embracing the Club’s culture, and quickly developing relationships with members and staff. Work closely and engage significantly with the Club’s key and mostly tenured managers, who are viewed as high achieving and quality contributors to BHYC’s success.
- Creating a pipeline for input, relationship building and interaction, mostly by being present, interactive and approachable, but also through developer feedback opportunities like a series of focus group sessions and other mechanisms is important. Consideration of implementation of NPS and ENPS satisfaction capture is appropriate.

CANDIDATE QUALIFICATIONS

Ideally, a minimum of 7 - 10 years of progressive leadership/top level general management experience in a private club, with significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a strong GM/COO model and taking “ownership,” accountability and responsibility while doing so are verifiably necessary traits and experiences. The Club will consider well-mentored AGMs, but only from similarly scale, iconic or nationally recognized club operations.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A BS or BA degree (or equivalent) from an accredited college or university, preferably in business or hospitality management.
- A CCM and CCE designation or similar accreditation outside of the club industry is desirable.

CLUB COVID REQUIREMENTS

This club does not require staff to be fully vaccinated as a provision of employment.

SALARY AND BENEFITS

The Club offers an excellent bonus and benefit package, along with the typical CMAA benefits.

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 BHYC Search Committee and clearly articulate why you want to be considered for this position at this stage of your career and why Bay Harbor Yacht Club and the Bay Harbor, MI 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 July 20, 2022. Candidate selections will occur in early August with first interviews expected shortly thereafter, with final interviews in late August. The new candidate should assume his/her role as soon as reasonable, Fall 2022.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – BHYC”

(These documents MUST 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 Patty Sprankle: patty@kkandw.com

Search Executive:

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