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GENERAL MANAGER PROFILE:
ST. FRANCIS YACHT CLUB (StFYC)
SAN FRANCISCO, CA

THE GENERAL MANAGER (GM) OPPORTUNITY AT THE ST. FRANCIS 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 St. Francis Yacht Club. The candidate will be an integral part of a high-performing team for one of the most prominent yacht clubs in the world ranked as the number one Yacht Club in the country by the Platinum Clubs of America.

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, and its leadership position in the world of yachting. The General Manager role at StFYC 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.

HISTORY OF ST. FRANCIS YACHT CLUB

St. Francis Yacht Club was founded in 1927 by a group of San Francisco yachtsmen with a vision of a club in the city of San Francisco. It was an offshoot of the San Francisco Yacht Club, which was founded in 1869 and had its facility in Sausalito, across the Bay. That facility burned to the ground in the mid-twenties and a fierce debate raged after the fire between those who lived in Marin County and those who lived in San Francisco. The city-dwellers wanted to relocate to San Francisco—not surprising given that this was before the Golden Gate Bridge, so San Francisco members had to travel by water to their club. Members from Marin found a suitable location in Belvedere against the wishes of their San Francisco membership and pulled some fast and furious moves to secure the right number of votes to make it happen. This so offended the San Francisco members that they chose to leave San Francisco Yacht Club and form their own club: the St. Francis Yacht Club. Today, there is great camaraderie between the two clubs and many members belong to both.

The original St. Francis Clubhouse was designed by famed architect Willis Polk and constructed on land created for the 1915 Panama Pacific International Exposition, which marked the opening of the Panama Canal. Since then, the clubhouse has been rebuilt and expanded following a devastating fire and a series of earthquakes. Little remains of the original building, but through the years, the Club has served the sport and anchored the international game of yachting on San Francisco Bay.

With San Francisco summers often foggy, windy and cold, StFYC members started a search for a warmer option in the mid-1950s. In 1958, that destination was secured when a small group of members pooled personal funds and purchased a 21-acre, overgrown island in the Delta. A little slice of heaven on the San Joaquin River, Tinsley Island, was founded. A plaque commemorating those generous visionaries may be found in the lighthouse on Tinsley Island.

In 1964, St. Francis Yacht Club welcomed eight yachts to the inaugural St. Francis Perpetual Trophy Regatta. Four boats came from Southern California and four from Northern California. The regatta was soon nicknamed the "Big Boat Series."

Since then, the Rolex Big Boat Series has earned a reputation as the West Coast's premier regatta. St. Francis Yacht Club is proud to host hundreds of sailors each September, drawing great sailors from all the great ports of the blue planet to race in their famous front yard.

Since 1932, there have been 34 Olympians and 16 Olympic medalists from amongst the StFYC members. This is the greatest number by far of any US yacht club. At 2016 Rio summer Olympics, five of the ten Olympic sailing classes were represented by StFYC members.

ST. FRANCIS YACHT CLUB

Located on the shores of San Francisco Bay, StFYC boasts incredible panoramic views that span from the Golden Gate Bridge to Alcatraz Island. The yachting interests of the members include racing, cruising, sailboarding, kiteboarding, water-skiing and more. StFYC sailors have challenged and defended the America's Cup, brought home Olympic medals, and won prestigious races such as the Whitbread, Transpac and Pacific Cup. Whether cruising in the Mexican Sea of Cortez or racing in the Olympics, a St. Francis Yacht Club burgee is apt to be seen.

St. Francis Yacht Club is a year-round host of over 40 regattas on San Francisco Bay, including the annual Big Boat Series each September. The Club was host to the 2000 US Olympic Sailing Trials and continues to host World and National Championships. StFYC is also dedicated to the development of young corinthian sailors. The junior sailing team (ages 10 to 23) races locally and internationally in Lasers, Radial Lasers, 29ers, 420's and Flying Juniors. Each year, the Club hosts the Laser Sailing Symposium, with invitations to the world's most competitive Laser sailors.

The San Francisco clubhouse provides a boating and social venue for members and their guests. It features large deep-water guest docks, outstanding dining and incredible vistas of the Golden Gate Bridge and San Francisco Bay. This is the premier location to view yacht racing on the renowned City Front. The Club offers seven event spaces, each with distinct ambiance. All rooms showcase a stunning view of San Francisco Bay, the Marina or Alcatraz Island. The Club's interior features classic nautical décor with grand fireplaces, opulent wood floors and museum-quality boat models and artwork. The Club's annual calendar includes a wide variety of social events from theme parties, and winemaker dinners, to cruises both locally and far away.

ST. FRANCIS YACHT CLUB BY THE NUMBERS

- 2350 Members, all categories
- $18M Gross volume
- $7.2M Annual dues volume
- $8.5M F&B volume

STFYC Mission Statement

The Mission of the St. Francis Yacht Club is to serve as the inspirational center of boating activities regionally and a leader of yachting internationally. We honor camaraderie, sportsmanship, tradition and the maritime heritage of San Francisco in a premier yachting environment.

For additional information, please preview the **ST. FRANCIS YACHT CLUB WEBSITE:** www.stfyc.com

GENERAL MANAGER (GM) POSITION OVERVIEW

The GM will be responsible for all day-to-day operations of The St. Francis Yacht Club. The new GM will be a highly **visible**, hands-on leader who can work collaboratively with team members to manage dining, marina, island and 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 Chairman of the Board, 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 StFYC values in a manner that is well understood, widely supported, consistently applied and effectively implemented. The GM supervises the Assistant General Manager, Clubhouse Manager, Executive Chef, Controller, Tinsley Island Manager, Director of Human Resources, Race Director, Communications Director, and Membership Director. Key responsibilities include:

- Attracts, develops, trains, supervises, mentors, and retains an effective senior management team capable of achieving objectives.
- Strong history of success and keen understanding of quality Food & Beverage operations, including revenue growth, training, innovation and creativity, 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.
- 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 StFYC 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.
- Strong understanding of union contracts and negotiations, operational financials, proven success with revenue growth and cost management.
- Verifiable strength in strategic planning and working closely with boards, committees, local municipalities, and other key contributors in developing, executing, and updating strategies to success and relevancy.
- Is committed to making StFYC a vibrant, member-driven club and promotes the development of a positive and respectful relationship between members and StFYC 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 StFYC 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 StFYC as a positive community citizen. Maintains a positive image with StFYC 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 StFYC*. 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." One must have strong "executive presence" and truly understand the unique and compelling culture of the club.
- Must have a nurturing, respectful, mentoring style of leadership with staff, carrying themself 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.
- 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 StFYC 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 Chairman, 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 StFYC 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 StFYC.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience and befitting a club of the size and scope of The St. Francis 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 James Simpson, Search Chair, and clearly articulate why you want to be considered for this position at this stage of your career and why StFYC and the San Francisco area will likely be a "fit" to you, your family and the Club if selected.

You must apply for this role as soon as possible but no later than June 20, 2020. Candidate selections will occur early July with first Interviews expected in mid-July 2020 and second interviews a short time later. The new candidate should assume his/her role in mid-August 2020.

IMPORTANT: Save your resume and letter in the following manner:
"Last Name, First Name - Resume" &
"Last Name, First Name - Cover Letter, St. Francis 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

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