

POSITION AND CANDIDATE SPECIFICATIONS



WYCHMERE BEACH CLUB

GENERAL MANAGER - BEACH CLUB OPERATIONS

HARWICH PORT, MA

Prepared by: Club Thinking Partners

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ABOUT WYCHMERE BEACH CLUB

The Wychmere Beach Club (WBC) is a privately-owned Beach Club situated on 20 pristine acres along the Wychmere Harbor Channel and Nantucket Sound. Wychmere enjoys a long and storied 117-year history on Cape Cod. From 1892 to 1993, the property housed the historic Snow Inn. The newer building, now the Harbor House, for decades was previously home to the legendary Thompson Clam Bar. In 2010 new owners purchased and renovated the entire property while retaining the elegance and class of its history. Luxury accommodations are available to the membership as well as outside guests in the former Snow Inn located on property.

The Wychmere Beach Club is operational June through September. Guest rooms are available from April through December. The Tennis Center, located a half a mile away from the Club, operates Memorial Day through Columbus Day.

Separate from the Club operations but located on the property are extensive wedding, special occasion, retreat and private event facilities combining classic Americana style and understated luxury. Positioned directly on Wychmere Beach, this venue offers three function spaces: The Harbor Room (up to 300 guests); The Ocean Room (up to 170 guests); and Dune (up to 240 guests). There are also eight guest rooms and four spacious suites in the Wychmere House as well as the Wychmere Cottage that offers six bedrooms, full kitchen dining room and large living room.

Beach Club Amenities Include:

- Private Beach Access – Daily Lifeguard and Beach Attendant Service
- Beach Volleyball and Children’s Beach Playground
- 9 Har-Tru and 2 Hard Surface Tennis Courts (offsite)
- Tennis Lessons, Clinics and Tournaments
- Three (3) pools including an expansive main pool, young adult pool along with a toddler pool
- Outdoor Hot Tub Spa
- Swim Instruction and Competitive Swim Team
- Children’s Summer Camp (Late June through mid-August)
- Indoor Fitness Center Operational during Beach Club Season

Beach Club Dining Options

- **Coastal** – Waterfront outdoor dining featuring a new menu weekly.
 - Nightly seating of up to 200 guests
 - Service from 5:30pm until after 10pm, Thursday, Friday and Saturday only
- **Beach Grill** – Lower deck, beach-side dining featuring casual New England favorites.
 - Seating up to 150+ guests
 - Service from 11:30 – 6:00pm, 7 days a week
- **Pool Side & Tiki Bar** – Offering a view of the open air kitchen in addition to the pool and waterfront, the bars feature signature cocktails, local beer selections and a carefully selected wine list offering service in season starting at 11:30am.

KEY CLUB METRICS

Total Gross Revenue: (includes initiation fees)	\$3.1 million
Annual Dues Revenue:	\$2.6 million
Initiation Fee for the 2022 Season:	\$20,000
Total Food Revenue, 2021:	\$400,000
Total Beverage Revenue, 2021:	\$265,000
Total Number of Memberships:	245

CLUB GENERAL MANAGER – BEACH CLUB OPERATIONS POSITION SUMMARY

Reports to: General Manager/Asset Manager

Direct

Reports: Restaurant Chef (year-round)
Restaurant Manager (seasonal)
Director of Recreation (seasonal)
Director of Aquatics (seasonal)
Children's Camp Manager (seasonal)
Tennis Director (seasonal)

Leadership Role

The General Manager - Beach Club Operations (Club GM) will direct all day-to-day functions of Wychmere Beach Club, overseeing the operations of the restaurants and bars, member events and programming, and all recreation departments and their respective programming, with a focus on operational excellence, total member and guest satisfaction, and nurturing strong camaraderie between Club departments. The Club GM is expected to be a leader and mentor to the Club's entire staff, and have overall responsibility and accountability for the recruiting, training, development, retention and performance of staff. The Club GM will manage with the direction and policies established by the General Manager/Asset Manager and Ownership and will be responsible for administering the Club's policies, rules and regulations.

The Club GM will maintain reporting procedures for all department managers to measure and ensure that all departments are operating within guidelines or budgets and is tracking towards achieving pre-established financial goals and objectives for the Club. He/she will work in conjunction with the CFO to ensure that appropriate financial controls and systems are maintained and will be involved in the preparation of the annual operating and capital budgets of the Club, which will be subject to review and approval. As requested, the Club GM will meet with the General Manager/Asset Manager and Ownership to review financial, capital and the overall pulse of Club.

The Core Responsibilities for the General Manager – Beach Club Operations:

Club Management: Responsible for all day-to-day operations of the Club and facilities.

- Delegate appropriate authority to department heads/supervisors while retaining ultimate responsibility, while being hands-on for all Club operations.
- Implement excellent and effective systems for sustainable operations and consistency / best in service.
- Create and ensure consistency with all services and products.
- Drive creative programming of dining/bar, member events and recreational programming.

- Partner with the Restaurant Chef, culinary and mixology teams to inspire creativity and the continuous development of creative menus and dining programming.
- Provide oversight and direction with the planning and execution of all annual member events.
- Develop and maintain a summer calendar of robust events and activities, including entertainment.
- Research new products, concepts, programming and ideas to keep the Club relevant in a highly competitive market, with a world-class focus.
- Maintain professional communication with members, including regular newsletter publications.
- Responsible for ensuring all opening and closing procedures are followed by direct reports and that the Club space is secure at the end of each business day.

Member Services: Provide quality leadership and a positive image for the Club and its facilities and amenities to ensure the highest and consistent standards for all Club programming, special events, entertainment, and other Club services for members and their families and guests.

- Be the “face of the Club” and be visible and readily accessible to members and their guests; “Meet and greet” Club members, as practical, during their visits to the Club.
- Welcome new members and guests to the Club by introducing them to the Club’s facilities, staff and amenities, and to other members. Provide tours to prospective new members.
- Solicit feedback from members and guests as to the quality of the Club’s services, amenities and facilities.
- Diplomatically and skillfully addresses and resolves complaints and constructive feedback from members, guests and employees in a timely manner.
- Shape all programming during the off season so to be able to deploy in the spring a comprehensive, robust social and entertainment program the members and base their summer planning. Distribute the results in a frequent and timely basis throughout the season.

Employee Relations: Overall responsibility for recruiting, training and developing the Club’s staff with the objective to retain the highest quality staff in a positive work environment.

- Act as a leader, mentor and role model for all employees by demonstrating professional behavior and work ethic.
- Create an atmosphere where senior leaders and seasonal staff make Wychmere the employer of choice in the area.
- Provide direction and professional guidance while empowering and holding staff accountable to high standards.
- Ensure a healthy and safe work environment.
- Develop and implement a seasonal staffing strategy to efficiently staff the highly seasonal property with quality staff.

- Develop and implement a service culture that is focused on member satisfaction, member recognition, anticipatory service, and understanding of member preferences to enhance the member and guest experience.
- Serve as an advocate and voice between the management, staff and Ownership.
- In coordination with Human Resources policies and procedures, ensure that all employee hiring and relations are conducted in compliance with local law.
- Maintain effective staff performance management systems and ensure performance reviews occur regularly and systematically with department managers and their staff.

Facilities: Oversee the general maintenance, cleanliness and safety of the Club's physical plant and environments.

- Ensure that the Club's facilities are consistently in excellent condition demonstrating excellent preventive maintenance planning and housekeeping.
- Coordinate for and purchase all FFE necessary seasonally to prepare for operations.
- Ensure that the property is operated in accordance with all applicable laws, codes and sensitive environmental regulations.

Capital Project Management: Provide supervision, general input and administrative support for all capital projects related to the Club.

- Provide advice and suggestions during planning, based on expertise.
- Provide regular communication to the General Manager/Asset Manager regarding status of projects and any issues of significance related.
- Manage member and guest expectations around any construction or impact to services or amenities while projects are underway during season.

Financial Management: Ensure that the Club is operating within established budget parameters and meeting financial goals; monitor the compliance of internal controls and procedures.

- In coordination with the CFO and General Manager/Asset Manager, prepare the Club's annual operating and capital budgets for review and approval; once approved, manage the business to attain financial goals, course correcting when required.
- Ensure there is financial and operating information readily available to facilitate informed decision making.
- Ensure the timely submission of all required payroll and related financial analysis reports.

CANDIDATE SPECIFICATIONS: KEY SELECTION CRITERIA

EXPERIENCE:

- A passionate hospitality leader ideally with private club leadership experience in an environment of similar scale, seasonality and culture. Experienced candidates from luxury resorts and similar operations will be considered.
- Experience with the management of waterfront operations, with a keen understanding of how to gear up and scale back with seasonal operations. Skilled in appropriately managing staff ratios during peak and off-peak times and modulating the business as necessary according to seasonal fluctuations.
- Record of success in the selection, development, training and motivation of an accomplished, service-oriented staff in a high-end, seasonal environment.
- A professional career “track record” of growth, and in particular, a verifiable record of stability and progressive achievement with highly regarded hospitality organizations.
- Strong Food and Beverage credentials, experience and knowledge.
- Track record of developing and growing programs, including building revenues, controlling costs, and meeting budgeted goals and objectives.
- Demonstrable experience in understanding “hospitality” and with delivering superior service levels in a resort or private club environment.
- A four-year college degree is highly desirable, preferably with a specialization in hospitality management.

SKILLS AND ATTRIBUTES:

- A New School vs. Old School approach to club management, programming, leadership and staff.
- A strong set of professional credentials in a broad array of private club hospitality areas and a sharp eye for detail in overall management of a club’s operations, especially in managing the member experience in the Food & Beverage service, events, and housekeeping areas.
- A personality match for the Club’s culture. A friendly, confident, yet humble approach to club leadership.
- Skilled at identifying, recruiting and retaining high-quality staff at all levels in a seasonal environment.
- Committed, with a highly visible work ethic and style. Demonstrates a professional presence with staff and membership; possess a positive attitude and a high degree of integrity.
- Ability to work collaboratively, ultimately to provide excellence in the overall member experience.
- Strong verbal and written communication skills. Must have the ability to compose effective communications to the membership.
- Possess an understanding of a club’s physical plant and maintenance requirements both for the short and long-term; understanding of waterfront and environmental sensitivities.
- Well-organized with a strong ability to set priorities and delegate effectively with appropriate follow-up and oversight. Proactive with the ability to anticipate and resolve potential issues.

- Able to foster a member-focused service culture that is consistent and energetic across the property.
- Ability to ascertain feedback from the membership and guests to ensure food and beverage, private events and programming are exceeding the needs of, and serving the membership well.
- Highly organized and exemplary with time management skills. Demonstrates a strong ability to prioritize projects and tasks.
- Proficient in computer skills including all usual Microsoft products, POS systems and accounting software unique to private clubs and resorts.
- Ability to “manage up” effectively to the General Manager/Asset Manager, and when required, to Ownership.
- Comfortable engaging and conversing with the membership and guests on property, and genuinely enjoys building appropriate professional relationships.
- Enthusiastic about running a seasonal, beachfront operation.

CRITICAL SUCCESS FACTORS:

As a measure of success, the General Manager – Beach Club Operations is expected to make a positive impact in the following areas within the first two years:

- Acted as a dynamic and motivating leader to the management team and staff at large. Provided cohesiveness to the management team and has demonstrated excellent people management skills. Has nurtured a culture of teamwork and camaraderie.
- Has implemented new ideas and creative programs to enhance amenities, events and services and the overall Wychmere member and guest experience that are in line with the vision and sensibility of the Club.
- Has developed a new strategy to attract and retain seasonal staff through a combination of efforts, as well as developed a robust training plan to ensure successful onboarding and the delivery of high quality service.