

**HARBOR BAY YACHT CLUB**  
**OPERATIONS MANUAL**

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## **Contents**

- I. Introduction**
- II. The Commodore**
- III. The Vice Commodore**
- IV. The Rear Commodore**
- V. The Secretary**
- VI. The Treasurer**
- VII. The Trustee**
- VIII. The Past Commodores**
- IX. The Committee Chairperson**
- X. The Fleet Captain**

### **Meetings:**

- A. Trustees**
- B. General Membership**
- C. Staff and Special Functions**
- D. Committees:**
  - A. Social**
  - B. Cruise**
  - C. Clubhouse**
  - D. Boutique**

**E. Audit**

**Special Functions:**

**A. Winter Rendezvous and/or Change of Watch**

**B. Commodores Brunch**

**Attachments:**

- 1. HBYC Constitution Rev. 1**
- 2. Clubhouse Rules**
- 3. Charter from State of Ohio**
- 4. Insurance Policy**
- 5. Lease of Clubhouse**

## **ARTICLE XVI...Club Operations Manual**

The Club shall establish and maintain an Operations Manual to insure uniformity and continuity of operations year to year. It shall be the duty of all Flag Officers and Committee Chairpersons to document their activities and transmit a report to the Secretary at the close of the fiscal year.

HBYC CONSTITUTION (Rev. 1, 6/15/00)

### **I. INTRODUCTION**

This manual is primarily designed as a help to the incoming Bridge, Officers, Trustees and Committee Chairpersons and for the most part is not intended to be binding on any of the above. Merely a record for their review of how things were done in prior years. It is important to keep in mind that all jobs in the club are of one-year duration and end effective Jan 31.

Certain functions are required by the Constitution and By-Laws. It is most important to maintain a proper view of these documents and the spirit they convey. Our Constitution is a binding contract between ourselves, as Officers and the membership on how we will operate and function as a club. This cannot be overstressed. We are nowhere granted the power to operate in a manner of our own choosing in matters addressed by the constitution. If we willfully do so we become in common term outlaws and the membership has every right if not requirement to demand our removal.

This being said, you will find the rules mentioned above relatively easy to live with. Woe only to the lazy or wrong motivated individual who does not take the time to learn them.

It is expected and required that you add to this history at the conclusion of your term in office providing insight to those who follow you. Do this to the best of your ability, as it is perhaps one of your greatest contributions as an officer.

## II. The Commodore

### **ARTICLE VIII...Duties of Officers**

SECTION 1. The **Commodore** shall preside at all meetings of the Club and at all meetings of the Board of Trustees. The Commodore shall sign all certificates of membership, shall perform all duties incident of the office, and such other duties as may from time to time be required by the Board. The Commodore shall, with the approval of the Board, appoint and be an ex-officio member of all committees.

HBYC Constitution (Rev. 1) 6/15/00

The Commodore is the least understood position of the whole club. He (or she) is the spokesperson of and to the club. He is by the constitution considered a Trustee, but has no vote except in the event of a tie or if he chooses, to create a tie. He is subservient to the board and must seek their final approval in many functions required of him, such as the selection of committees, officers and expenditures of funds exceeding a specified amount. He does have authority in administrative operations of the club and manages the agenda at meetings of the Trustees and General Membership. He does have certain emergency authority but must use good judgment in implementation of it.

What is the point of this position with all the above restrictions? He is the judge and mediator. He must project a fair and neutral image, one that represent the entire membership and is their protector. No matter his personal opinions and wishes, in fact it is best that these never be known. **MAINTAINING THIS POSITION IS A VERY HARD JOB.**

One of the early decisions is regarding the Change of Watch ceremony. If this is to be carried out, it falls on the new Commodore and his staff to make full arrangements. See 'Special Functions: Winter Rendezvous and/or Change of Watch' The other special function you will need to consider is the 'Commodore's Brunch' in the spring. Previously the procedure of having a membership meeting at these functions has been tried, as has not having a meeting. The policy of not having a meeting simultaneously with a social event seems to work much better.

#### **Checklist in preparation for assuming office:**

Recruit and preliminary clear with Trustees:

- Social Committee Chairperson
- Cruise Committee Chairperson
- Secretary
- Treasurer

Clubhouse Committee Chairperson  
Communications Chairperson  
ILY-A & GCBA Representatives  
Health & Safety Committee Chairperson(s)  
Boutique Chairperson  
Audit Committee Chairperson

Prepare and publish preliminary calendar for upcoming season as soon as possible.

Review Lease for Clubhouse

Review Insurance for coming year and renewal dates

Review status of Charter and Association memberships.

Determine projected financial position at start of term. Ensure dues collection process is in place and prepared for prompt action at start of term. Bills go out Jan. 1 or shortly thereafter.

Establish communications links with Trustees and Officers for conducting business over the winter off-season. (E-Mail works well)

Ensure V/C assumes responsibility for clubhouse effective Jan. 1, including periodic monitoring during winter months.

Assign someone to prepare and send reciprocal invitations to I-LYA yacht clubs early in spring.

### **III. The Vice Commodore**

#### **ARTICLE VIII...Duties of Officers**

SECTION 2. The **Vice-Commodore** shall act as Commodore when the Commodore is absent and shall assist the Commodore in the duties of the office. The Vice-Commodore shall be directly responsible for the upkeep and maintenance of the Club property.

HBYC Constitution (Rev. 1) 6/15/00

The V/C must make a sincere effort to be the right hand man of the Commodore. He needs to work closely with him on club matters and be an advisor. He should be free in private to offer his opinion which may differ from the Commodores, but publicly he must be willing to support his leader and work tirelessly to make his course succeed for the

benefit of the club. The membership will respect the Bridge working as a team, even when it involves the inevitable unpopular actions that will come up. There will be occasions that he will be required to fill in for the Commodore. It would reflect badly on the V/C if he were to use these occasions to further his own agenda or even worse to subvert the course of his leader.

The V/C is charged with responsibility for upkeep and maintenance of the clubhouse and club property. This entails his being a member of the Clubhouse Committee, but not necessarily its Chairman. His function is to represent the Bridge and serve as liaison between the Bridge and the committee.

Upon assuming his position as V/C, the individual should survey the properties he is responsible for and review the inventory, making any necessary corrections. After discussing his findings with the Commodore he should prepare a report to the Clubhouse Committee of his findings and suggestions concerning subjects they need to consider. He must now let the committee do their job; he must also keep the Commodore briefed on their progress regarding urgent and important matters.

During meetings the V/C should sit or stand beside the Commodore and assist him whenever the opportunity arises. He should have a copy of the Constitution with him and be familiar with it, able to quickly look up and provide the Commodore with appropriate data when legal questions come up.

#### **IV. The Rear Commodore**

##### **ARTICLE VIII...Duties of Officers**

SECTION 3. The **Rear-Commodore** shall take the place of the commodore or Vice-Commodore when they are absent and shall assist them in their duties. The Rear-Commodore shall be directly responsible for the entertainment and educational programs of the Club, and shall serve as an ex-officio member of all such committees

HBYC Constitution (Rev. 1) 6/15/00

The R/C holds a very important job in the Club in that he/she is responsible of oversight of the social functions, which are many. This will involve the Social Committee, Cruise Committee, Racing Committee, and Health and Safety Committee. It is not necessary that he participates in all these committees, but it is important that he maintain liaison with the Bridge and the designated Chairpersons. It is his job when support (usually financial) is needed to carry that news back to the appropriate officials and ensure it is forthcoming. The R/C needs to be especially vigilant of the calendar, keeping a wary eye for conflicts with so many varied activities all happening within a very short season.

Upon assuming the position, the new R/C first must cement a bond between him/herself and the Commodore and R/C, assuring them he is part of the 'team.' He should be part of the selection process for the committee persons, and promptly make his willingness known to these individuals to be of any assistance needed.

The very next thing to do is get a calendar and start working on it. At all meetings initially the R/C should be known as the 'person with the calendar.' Anytime a plan or suggestion comes up, everyone will look at the 'calendar' first, to see if it can be done.

At meetings the R/C should sit next to the V/C and be prepared to provide whatever assistance might be needed. He, just as the V/C, is an advisor to the Commodore and must be prepared to support publicly the programs and directions of his senior officers, even when they differ from his personal feelings. He must have conveyed his opinion, work tirelessly to make the final decisions of the leadership a success.

## **V. The Secretary**

### **ARTICLE VIII...Duties of Officers**

SECTION 2. The **Secretary**, although considered an office of the Club, shall have no voting power on the Board of Trustees. The Secretary shall be appointed by the Board, shall hold office at the pleasure of the Board, and shall receive such compensation as set forth in the By-laws.

SECTION 4. The **Secretary** shall keep an accurate record of all transactions and proceedings of the members and the Board of Trustees, shall give all notices required by law and all notices provided by the Code of Regulations or By-Laws of the Club, shall keep a proper Secretary's book, and shall properly record therein all minutes of members' and Trustees' meetings and other matters as shall be proper and necessary. The Secretary shall issue and attest to all certificates of membership and generally perform such duties as may be required by the members or Trustees, shall keep a true and correct roll of all members of said Club, notify Officers of their election, as well as any member upon appointment to any committee, shall keep a correct and up-to-date list of the name, ownership, dimensions, and rig of each yacht or boat enrolled in this Club, prepare and keep a perpetual inventory showing all property acquired by the Club, and perform such other duties as may be necessary or incident to the Secretary's office. At the expiration of the Secretary's term of office, the Secretary shall deliver all books, records, papers and property of the Club to the Commodore or to the succeeding Secretary.

The Secretary is selected by the Commodore and appointed by the Board to serve at the Board's pleasure for the duration of the Commodore's term. The Secretary does not vote and it is important that he/she present a non-controversial figure in order to carry out the functions of the position. He or she has many duties and this is easily the busiest job in the Bridge organization. A list of those duties includes:

1. Keeping all records of the club in an orderly fashion. This will include records and files from past years retained at the clubhouse.
2. Record and keep all minutes of meetings of Trustees, General membership and special as a permanent record of the activities of the club. These must be signed and dated by the secretary after approval by the Trustees as accurate.
3. Keep and up to date roster listing the membership data as well as vessel and slip information.
4. Oversees the issuance of Membership Cards, door codes for the clubhouse and keys to club properties.
5. Responsibility to manage the voting process at meetings and the annual elections of officers upon direction of the Commodore.

The Secretary may recruit a Recording Secretary to assist in the above duties due to sheer volume and pace typically occurring at meetings. The Recording Secretary will report to the Secretary but does not absolve him/her of the responsibility of that office.

The Secretary will normally upon direction of the Chairman (Commodore) call and record the roll at meetings and call and record the vote when required. Upon completion of the roll call, the Secretary will state and record that a quorum is or is not present for legal transaction of club business. Upon completion of a roll call for the purpose of a vote, the Secretary will state and record that the motion passed or failed.

The Secretary works closely with the Commodore and is expected to keep confidentiality with him/her as well as with other officers and Trustees. The Secretary must never be the source of announcements or information properly coming from the Commodore or his/her designated replacement.

Policies regarding the issuance of Membership Cards, keys and door codes are set if not in the by-laws of the club, by the Commodore. The Secretary should not alter these policies when pressured by members; he must refer any special treatment requests to the Commodore.

Annual elections of officers and special elections directed by the Commodore are to be handled by mailed ballot to each member of record. The Secretary should take whatever reasonable means necessary to insure the legitimacy and security of these elections. The Secretary and those working with him during this process must agree not to reveal the results, trends, and etc. until authorized to do so by the Commodore.

## VI. The Treasurer

SECTION 3. The **Treasurer**, although considered an office of the Club, shall have no voting power on the Board of Trustees. The Treasurer shall be appointed by the Board, shall hold office at the pleasure of the Board, and shall receive such compensation as set forth in the by-laws.

SECTION 5. The **Treasurer** shall receive and safely keep all monies, rights, and choices in action belonging to the Club and the same shall be disbursed under the direction of and to the satisfaction of the Board of Trustees. It shall be the Treasurer's duty to keep an accurate account of the finances of the Club in the books of the Club, prepared and furnished for that purpose, and all books shall be open for inspection and examination by the Board of Trustees or any committee appointed for that purpose. The Treasurer shall render an account of the standing of the Club at its Regular meetings and at such other times as the Board of Trustees may require. At the expiration of the Treasurer's term of office, the Treasurer shall deliver all books, records, papers and property of the Club to the Commodore or to the succeeding Treasurer.

HBYC Constitution (Rev. 1) 6/15/00

The new Treasurer should first acquire from the outgoing Treasurer all records and paperwork that will be his/her responsibility during the term. It will be necessary to obtain and file new signature cards for writing checks and making deposits. The normal authorized check signers should be the Treasurer and the Commodore. The Treasurer is also responsible for address changes for any utility and other billings that might be neglected over the off-season. Dues for the coming year must be billed and checks will be arriving shortly thereafter so it is important to get this done promptly. The Treasurer should request and insure that the end of year audit of the clubs books be performed no later than Jan 31<sup>st</sup>.

The billing of dues should be coordinated with the Secretary who maintains the roster with names and addresses. A working arrangement should be formed with the Secretary as to who receives the renewals, as each needs certain information from the response. (Treasurer primarily the check) The Commodore should be kept regularly informed of the financial status of the club and the Treasurer should be ready to present a report at every Trustee meeting, the first one typically in Feb. These reports need not be lengthy and detailed yet the Treasurer should be prepared to answer specific inquiries should they arise.

The Treasurer is entrusted with the financial assets of the club and must be the watchdog. He/she should review every invoice before payment and determine its legitimacy. He needs to also determine if proper authorization exists and all is in accordance with the by-

laws of the club and good business practice. In the event of a questionable submission, the Treasurer should promptly seek the advice of the Commodore who might rightly differ the matter to the Trustees.

The Treasurer should maintain a proper view of the audit committee. They are his backups should any question arise at a later date regarding the handling of club funds. If there should occur some error or questionable practice, it is their job to point this out, first to the Treasurer and if no resolution is forthcoming then to the Commodore and Trustees. Normally an audit should be performed at mid-year (June 30) and year end (Jan 31). Once the final audit is successfully passed, the Treasurer should feel reasonably confident That his/her handling of matters is in keeping with good business practices and should not be criticized at a later date.

## **VII. Trustee**

SECTION 3. Powers of Trustees. The Board of Trustees shall be the governing body of this Club, and it shall be their duty to consider all applications for membership, to set up such Standing Committees as may be necessary and to approve the members thereon. The Board of Trustees shall have the control and management of the Club funds, and property acquired by the Club. However, it is hereby made mandatory that said Board of Trustees shall disclose all matters of large or special interest and importance to the Club at a Regular Club meeting.

The Board of Trustees may adopt by-laws not inconsistent with these regulations, promulgate and enforce rules governing the use of the property and privileges of the Club by its members, their children and guests, and fill vacancies in its own membership. The Board of Trustees shall approve the payment by the Treasurer of any and all expenditures in excess of \$500.00 prior to payment of such expenditures, at any regular or special meeting of the Board at which a quorum is present.

HBYC Constitution (Rev. 1) 6/15/00

The trustee is unique in the club in that he/she is the only elected or appointed person who has a two-year term vs. one year for everyone else. The trustee has oversight of the entire club and it is important the he make all decisions with the entire club in mind. The officers and committee persons manage the day-to-day operations, but the rules they and the entire club operate under come from the Trustees initially. It is the Trustees responsibility to insist on proper adherence to these rules.

The Trustees meet seven times during the calendar year normally immediately prior to the general membership meeting and on special occasions as determined by the Chairman (Commodore). These meetings are to be conducted by Roberts Rules of Order and the Trustee is expected to be familiar with the HBYC Constitution and By-laws.

The Trustee should be a contact person for the general membership and it is through the Trustees that items for consideration by the board are introduced. The individual Trustee should remember he/she is part of a board and never commits them to a course without their approval.

Attendance: The Trustee is aware prior to nomination what attendance is expected. If due to change in circumstances, attendance becomes a problem (missing two meetings of the seven) the Trustee should consider volunteering to step aside for the good of the club. If this voluntary resignation is not forthcoming, the senior Trustees should approach the Trustee in question and suggest this course of action. If the Trustee in question refuses or is unapproachable, the senior Trustees should state 'with regret' at the next Trustees meeting that due to a change in circumstances, Trustee XXXX has not been able to fulfill the requirements of the position and his/her position is vacant. Article VII. Section 3, HBYC Constitution (Rev. 1, 6/15/00) apply.

### **Past Commodore VIII**

The Past Commodore serves as a Trustee during the year immediately following his term as Commodore. This is to facilitate the transition of the new Bridge and permit the completion of projects perhaps unfinished due to time constraints during his term as Commodore. He needs to keep in mind the new Commodore is in charge and he should make every effort to not interfere of influence unduly. He also serves as Chairman of the nominating committee in preparation for the July nominations for two (2) Trustees and Rear Commodore.

The PC's other than the immediate PC have no official duties other than to serve on the nominating committee for the July nominations. They are entitled to attend all meetings of the Trustees other than those held in 'Executive Session' as designated by the Chairman (Commodore). They are not permitted to vote at any Trustees meeting.

At formal social functions and other special occasions the PC's are afforded special recognition and attention in respect for the history of the club and their service. The PC needs to reflect on this seriously. It would be possible to bring dishonor upon themselves by attempting to unduly influence the course of the club or the officers presently charged with that responsibility, perhaps even creating a hostile relationship with the current bridge. Remember 'You had your turn' now it is 'their turn'. The PC needs to maintain an 'elder statesman' image and dignity by being non-intrusive, approachable and for the most part, invisible.

### **Committee Chairperson IX.**

The Committee Chairperson is normally selected by the Commodore and approved by the Board of Trustees. This being accomplished the Chairperson now must form his/her committee. At this point we must comment that one-person committees are never

acceptable as these were never the intent of the membership when the constitution was adopted. The club is much more secure if the committee has multiple members in the event of any one of hundreds of life's surprises occurring. The experience level of the fellow committee members will prove valuable later when relief or promotion is needed.

### **Fleet Captain X.**

SECTION 4. **Fleet Captain.** The Board may at its discretion appoint one or more individuals to serve as Fleet Captain(s). The Fleet Captain holds no voting position on the Bridge or Board of Trustees but does represent the Bridge to visitors from other Clubs to the homeport marina and on Club sponsored visits to other marinas and/or yacht clubs.

HBYC Constitution (Rev. 1) 6/15/00

A Fleet Captain is considered an officer of the club and is afforded courtesies as such. His/Her functions are primarily social and he holds no voting power within the Bridge or Trustees and therefore does not attend trustees meetings when in executive session. He is expected to work with the Cruise Committee Chairperson normally serving on the Cruise Committee and assume some responsibility for club cruise management.

The Fleet Captain (Power and Sail) should be familiar with his fleet based at the homeport. He should encourage cooperation with the marina in notification when members docks will be vacant for periods of time due to vacations and cruises in order to provide dockage for visiting I-LYA members. He is the contact person for visitors from other clubs and should function as host representing the club in accommodating them however possible.