

# A Proposal for the Governance of the PYC

## Why now?

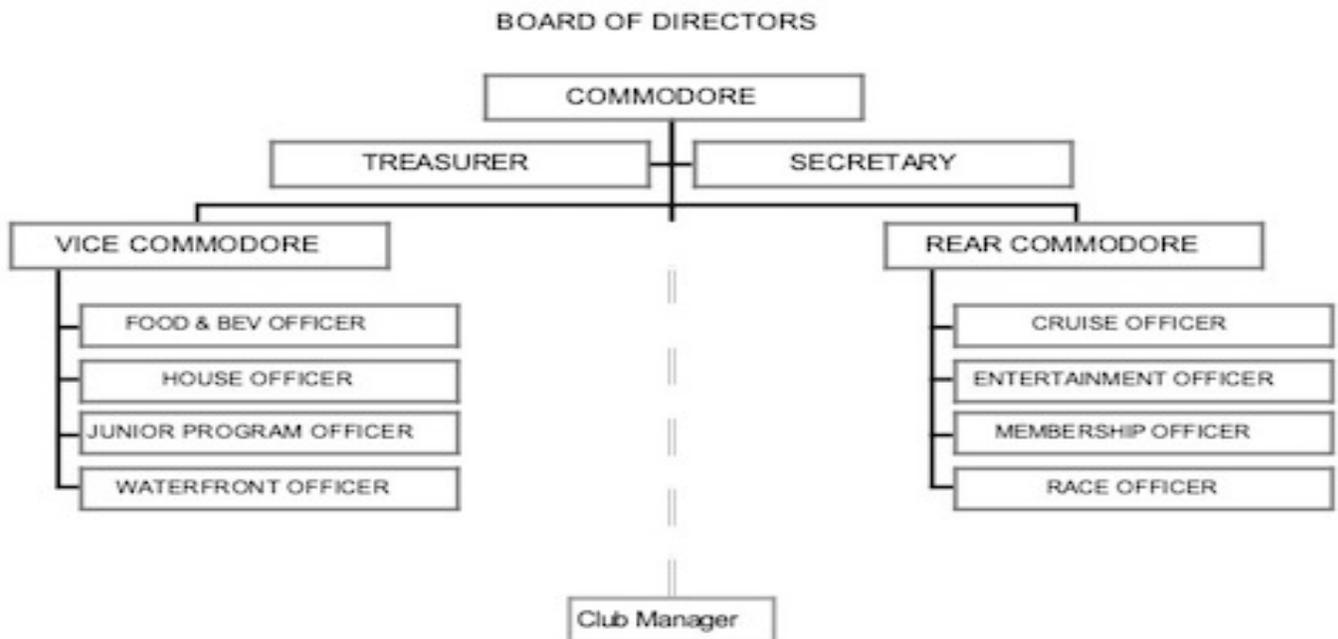
The mission of the Club remains as strong today as it was when the Club was founded over 150 years ago. Now is an appropriate time to evaluate the governance and related activities of PYC, having evolved from a fully volunteer organization to one that has professional, year-round staff and requires considerable time and commitment from its volunteer Board. We have robust and active programs that are adapting to the needs of the membership and our community. Our governance and protocols need to keep pace with this model.

## Present Board Structure.

The Board of PYC consists of three Flag Officers, who each serve two one-year terms as they move up the leadership ladder. The Flag Officers are responsible for the overall governance of the PYC and who normally would have rotated through department chair positions.

The balance of the Board consists of the Department Officers who are responsible for oversight of their various programs. The Department Officers are functionally an operations section, very much engaged in the daily workings of the Club, even in the off season.

There is a Club Manager, who has oversight and responsibility for the professional staff. Currently, there is no specific formal link between the Club Manager and the Flag Officers or the Board members.

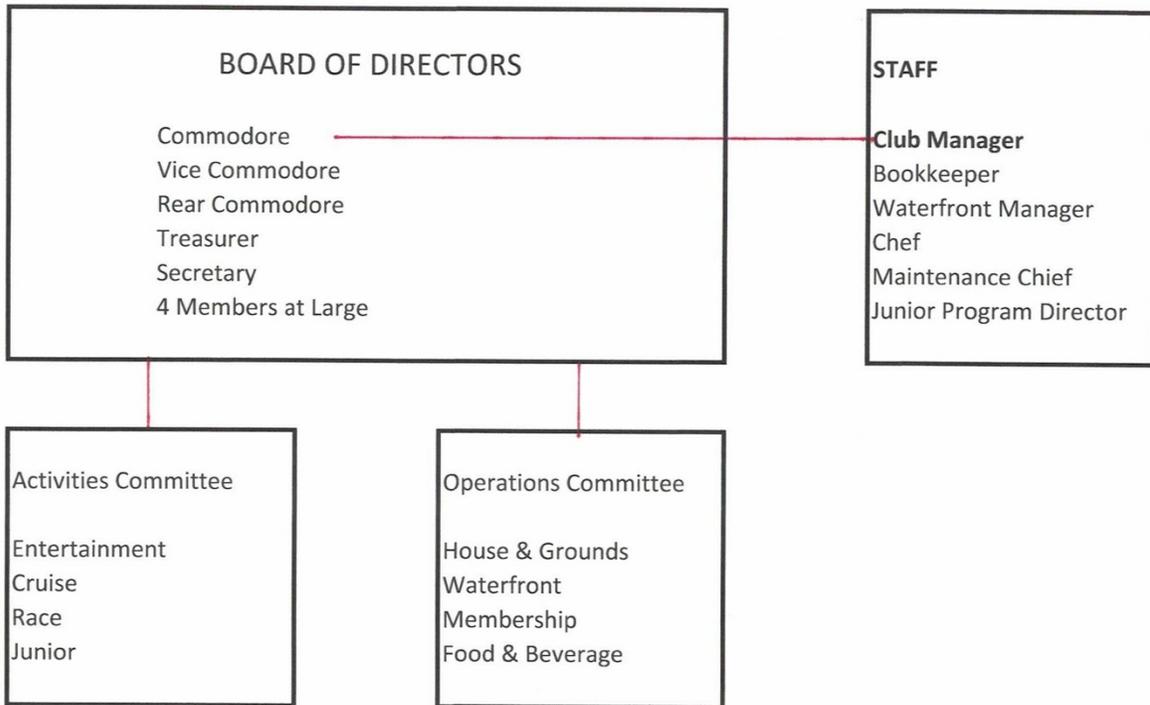


## **Governance Considerations.**

- Maintaining continuity of strategic or long-term goals suffers from Board to Board, given the turnover of positions and the demands of the daily/annual management of the Club.
- Having a Board with both a focus on governance and an operational focus, has placed disproportionate emphasis operational thinking.
- The professional staff has a reporting relationship to the Club Manager. The relationship of the Board as a whole, Department Officers, and committee members to PYC employees is not clearly delineated.
- The different skills and interest levels for governance and program leadership create a significant challenge for the nominating committee in finding individuals to serve in the existing structure.
- The Board serves on a volunteer basis, which can be constrained by other necessary professional and personal activities.

## **A new structure**

- The duties of the Board of a Club like the PYC is to provide critical governance towards the mission, supporting themes, financial stewardship, and long-term vision.
- Equally important to the Club's existence is the focus on the day to day work of key programs and member experiences. The role of Department Officers is to provide significant planning support, coordinate and mobilize volunteers to support their individual areas of responsibility.
- The proposed new Board would consist of the flag officers, the treasurer, secretary, and 4 Trustee club members who have a passion for finance, governance, and long-term strategic planning.
- All Departmental Officers, would have a liaison to the Board through one of the Board members, reporting on operational activities, plan status, and budget requests.
- The Club Manager is an ex-officio Board member without vote, who reports to the Board or the Commodore between Board meetings. The Club manager would receive an annual performance review from the Board and Department Officers.
- All professional, paid personnel would report to the Club Manager.



**Next Step.**

We look forward to discussing this with you and getting your input and ideas on how we can ensure our continued success as a dynamic yacht Club.

Governance Group.

September 16, 2020

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