



Candidate Profile

General Manager/COO
Redlands Country Club
Redlands, CA
<http://www.redlandscountryclub.com>

Organization

Redlands Country Club is a family-oriented, private club committed to membership satisfaction through its outstanding facilities and quality service. The Club is situated on 95 beautifully wooded acres overlooking the San Geronio Mountains and enjoys a legacy that is rich in tradition with a warm and relaxed formality. The Club is one of the oldest in California with the opening in 1896 as a nine-hole “skinned course” of 2,129 yards in length. The course was expanded in 1927 to 18-holes with contributions by Alister Mackenzie who then hailed from Leeds, England. Mr. Mackenzie had previously aided in the design for such famous courses as Cypress Point, Pasatiempo, the Valley Club, Augusta National Golf Club along with others of note throughout the nation. When the course was opened for play in 1927, it boasted 6,130 yards in length with par of 70 and has remained basically the same over the years with the members enjoying the original Mackenzie design. The present clubhouse was renovated in 1995 featuring over 22,000 square feet for the members to enjoy. The facilities include several dining options for the members and guests.

A premier family club in the area distinguished by its friendly and welcoming atmosphere, the Club’s Mission is to provide exceptional experiences for generations of families by combining the uniqueness of the picturesque property with excellent dining, golf, recreational, social and cultural activities. The Club is fortunate to have a membership that has worked to support a legacy that has now passed through many generations. Members serve on the Club’s Board of Directors with rotating terms. There is an active committee structure that works in a collaborative partnership with the General Manager and staff in the development of club policy and programming.

Redlands Country Club has a strategic plan in place to ensure member relevancy for future generations and to shape a long-term capital investment strategy for the golf course and overall property.

About the Position

The individual who will assume the role of the General Manager/COO is one who has demonstrated experience in developing a vision and strategic plan for his/her club while working in conjunction with members and staff to realize a plan over a multiyear time horizon. The individual is a strategic thinker who can implement the agreed vision and plan for each department while possessing an aptitude for operational excellence. The General Manager/COO must be a mentor with a coach/trainer leadership style. The Club seeks a General Manager/COO who can manage progressive change while delivering strong operating results and member satisfaction.

The General Manager/COO is responsible for the day-to-day operation of the Club and its facilities, programs and service offerings. The General Manager/COO reports to the President of the Board of Directors and is an

ex officio member of the Board of Directors that meets monthly to review strategic and major operational issues. The Board of Directors fully endorses CMAA's GM/COO governance model.

The General Manager/COO must exhibit executive presence and visibility and be the face of the club for the membership. He/She plays a key role in conveying and supporting the values of the club with members and staff. The General Manager/COO also ensures adherence to the club rules and bylaws at all times for the peaceful enjoyment of the club by all members. The General Manager/COO will assure a strong service orientation amongst the staff, promoting an environment where members and staff work together on programming and special events to ensure member satisfaction.

The General Manager/COO brings focus and coordination in delivering exceptional member events, dining services, facilities management and golf programming. The General Manager/COO is responsible and accountable for the budget development and financial oversight. He/She works closely with all club committees, guiding how their work fits with the overall direction and plans of the Club. The General Manager/COO must provide exceptional maintenance of the buildings and grounds through the well-respected agronomy department and maintenance teams. Additionally, the General Manager/COO will advise on all medium and long-term plans for the club's infrastructure and will coordinate execution of capital and operational projects. Finally, the General Manager/COO represents Redlands Country Club at all times in a professional manner to local municipalities and governmental agencies and maintains relationships that support the Redlands Country Club community.

In summary, the General Manager/COO is the integrator of activities, services and policies across and through the club's membership, staff, and the broader community in which it exists.

Duties and Responsibilities

Club Management

- The General Manager/COO must be visible to the membership as he/she is the face of the Club, taking responsibility for ensuring that prospective and current members understand the club ethos, feel welcomed, in an excellent operational environment of service.
- Develop and nurture a "member centric service culture" where "family serves family."
- Ensures that strategic goals and operating objectives – developed in conjunction with the Board – are defined, communicated and understood by staff and membership and implemented and evaluated regularly.
- Takes responsibility for the care, maintenance and upkeep of all grounds and facilities on campus, ensuring that an ongoing maintenance program is actively managed for the short and long term.
- Actively engages in the recruitment, hiring and development of all personnel. This includes developing and building a team who support one another in delivering services and programs and are focused on providing excellent service to members through ownership and initiative of their areas of expertise.
- Ensures safety for the membership and employees, as well as proper cleanliness and sanitation of all facilities.
- Ensures the Club operates in accordance with applicable local, state and federal laws and maintain relationships with local police, fire and governmental agencies.
- Manages all HR functions, including goal setting, performance appraisals, regular progress reviews, and payroll and benefits details. Additionally, manage and negotiate all club insurance needs, including liability and employee health insurance plans.
- Oversees direct reports that include controller, golf course superintendent, golf professional, assistant manager, executive chef and f/b manager while holding them accountable for agreed performance goals.

Financial and Compliance Management

- Prepares, in conjunction with the controller and department managers, annual operating and capital budgets. Hold department heads accountable for their budgets and while working within operational guidelines. Prepare the annual budget by engaging the team and appropriate committee chairs.
- Ensures accurate and timely reporting of financial performance to the Board of Directors and the department managers with an emphasis on meeting budgeted goals.

- Oversees the implementation and maintenance of all systems hardware, software and network programs, ensuring accurate and timely reporting and communication.

Member Development and Communication

- Actively communicates with the various constituencies, the board, staff, committee chairs, community liaisons and members at large to ensure an appropriate level of awareness according to need.
- Facilitates a regular member feedback process and leverages results to drive continuous improvement.
- Creates and recommends new programs, initiatives and marketing/sales programs to generate new members and to retain existing members, increase member engagement while improving member satisfaction.
- Develops and administers an evolving business marketing plan/membership branding program in conjunction with the Membership Committee to help retain and grow the membership.

Dining Service

- Oversees the food and beverage operations through the supervision of the assistant manager, dining room manager and executive chef, ensuring they produce quality culinary/dining services at all club venues. Such service should meet/exceed member expectations while being managed cost-effectively.
- Ensures that there are events that integrate dining with the many club activities planned each month bringing current trends and best practices forward.
- Establishes and maintains specific standards for all aspects of club catering, including the marketing, planning and execution of all club events and guest functions.

Capital Project Management

- Provides oversight and support for all capital projects including construction, restoration and maintenance.
- Acts as the focal point for communications on all capital projects. Additionally, provide advice and recommendations to the President and appropriate committees regarding construction, maintenance, materials, supplies, equipment and services as they relate to approved plans or budgets.

Golf Course/Grounds Management

- Provides oversight to the grounds management department to include budget implementation and capital programming in relation to the approved master plan.
- Develops open communication allowing evaluation of member feedback for general course conditions and sports programming.
- Develops and documents a staff-based mentor/succession plan for golf course, shop and outside operations management.
- Develops and monitors an environment where the implementation of best practices acts to continually improve the member golf experience.
- Works with the golf professional to ensure the retail operation provides the highest quality merchandise, a varied selection while delivering member value.
- Supports the golf department while developing relevant programming which validates the values of the PGA to enhance all aspects of member play.

Requirements

The General Manager/COO must have a proven background as a leader and manager of people; a demonstrated track record of effectively managing club operations and overseeing diverse groups of people; managing capital projects; and effective relationship building and partnering with the club's Board of Directors. While strategic in orientation, the General Manager/COO must be comfortable rolling up his/her sleeves to get things done. The individual will be able to readily embrace the culture while suggesting new ways to enhance tradition. The individual must be willing to commit a minimum tenure of five years, with ten being preferable.

Targeted Experience:

- A minimum of five years as a General Manager or Assistant General Manager in a club, resort, or organization that has similar complexity to club management is preferred. Candidates will have a working knowledge of all facets of private club operations with a strong emphasis on:
 - Staff leadership, development and team building.
 - Collaborative committee management.
 - Financial management/facility management/vision and strategic planning.
 - Golf operations and programming.
 - General knowledge of a transitional region (desert) agronomy and course capital planning, funding, member approval process and project execution.
 - Food and beverage and member event management/programming.
 - Member service, retention and growth.
- A Hospitality, Business Management or related degree preferred.
- The CCM designation preferred.
- Comfort with technology.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review.

Competencies and Personal Traits

- High emotional intelligence quotient.
- Comfortable navigating nuanced issues and communications.
- Demonstrated relationship and conflict management skills.
- Strong written and oral communication skills, with the ability to listen to the appropriate audience.

Competitive Compensation and Benefits

- A base salary and bonus.
- Standard benefits which include vacation/personal time, health insurance and participation in the club's 401(k) plan.
- Professional dues and expenses subject to the annual budget.

A full background check and drug testing will be conducted. Professionals who meet or exceed the established criteria are encouraged to contact:

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