



Candidate Profile

General Manager
Estero Country Club
Estero, FL
www.esterocc.com



Organization

Estero Country Club is located within The Vines Community in Estero, Florida. Estero is one of the fastest growing and most desirable communities in South West Florida. The Vines is a gated community but membership at Estero Country Club is not limited to residents of The Vines. ECC is a private member owned club that is situated within a Certified Audubon sanctuary and includes many amenities, including a terrific and a fun 18-hole championship golf course which designer Gordon Lewis calls one of his best and that includes outstanding practice facilities. In addition to golf, members enjoy tennis on five Har-Tru courts, pickleball, bocce, a state-of-the-art Fitness Center, and diverse programs in all areas that are friendly and fun. Wellness is a way of life at ECC, and members also enjoy a nature preserve at their back door.

The club has 325 full golfing memberships and is over cap. Total membership of 570 includes, sport, social and annual tennis members. Total club revenue of \$6.4M. Food and beverage sales are \$1.3M annually.

Earlier this year, the Club recently completed an extensive \$5.2 million renovation of its Clubhouse facilities, adding significantly to its casual and outdoor dining footprint.

Position Overview

The General Manager will report to the club's President and the Board of Governors and will be responsible for the organization's day-to-day operations and long-range growth and stability of the organization. The incumbent will direct and oversee the day-to-day operations of the club, monitoring the quality of its staff, services, and amenities to ensure member satisfaction. The incumbent fulfills the role of the General Manager exercising all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He/she is expected to provide meaningful input and perspective to the Board and its committees, regarding key issues, the competitive environment, club-industry trends and evolving organizational needs, all to ensure the Club's long-term stability and growth.

The GM will have unwavering adherence to the very highest standards of ethics, businesslike practices, and the pursuit of service excellence. He/she will always inspire and maintain a culture of professional respect for club members and guests, club employees, and club vendors.

Direct reports include: Director of Finance (Controller), Head Golf Professional, Golf Course Superintendent, Executive Chef, Food & Beverage Director, Membership and Marketing Director, and Director of Racquets. This role requires an instinctive, sincerely engaged and highly visible, very hands on leader.

Specifically, the General Manager will:

- Possess the ability to inspire others to perform to the full scope of their positions - setting clear goals and expectations, coaching to provide exceptional member-service with enthusiasm, with an eye toward continuous improvement.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained, and motivated to provide the highest quality service. An environment where positive behaviors are reinforced and rewarded.
- Ensure the F&B department is well-equipped to deliver high-quality food/beverage offerings-priced appropriately to meet annual budgets, assuring that service standards are at the highest level through training, coaching and continuous feedback-all with the goal of providing members and their guests a first-class country club dining experience.

- Oversee the activities, goals, and long-term objectives of the Golf Course Superintendent to ensure the courses are maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability, and maintenance of the course.
- Direct the Golf Pro to lead his staff to provide a top-notch country club experience for members—a well-managed, financially sound and appropriately stocked Pro Shop that is operated under the Mill River Plan, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- With the Director of Racquets oversee racquets program to provide a private country club experience for members - a courteous and efficient staff, immaculately well-maintained courts and tennis facilities, and a well-managed, financially sound, and appropriately stocked Pro Shop.
- Enhance the Club's relationship, communications, and responsiveness to current members, and to effectively reach out to prospective members. Partner with Membership Chair & Membership and Marketing Director to attract new members as needed. Enhance the member communication program to drive participation in club amenities and improve member satisfaction.
- Set and manage a balanced Operating Budget for approval to the Board prior to the beginning of the fiscal year. Continuously monitor and scrutinize the use of operating funds, the pricing of amenities and the pace of raising costs, holding departmental heads accountable for the income and costs relative to their departmental goals and objective.
- Set and manage a Capital Budget that appropriately prepares the Club for needed replacements, renovations, and repairs, ensuring that the Club assets, facilities, and equipment are always maintained in prime condition.
- Be technologically proficient, helping the Club to further advance its operations and communications with members.
- Bring industry standards and understanding of best practices for Board members and staff.
- Encourage and support continuing education experiences for managers and staff to foster professional growth.

Responsibilities

Member Responsiveness

- Be a confident and diplomatic spokesperson for the Club, fostering a climate of hospitality for all members and guests. Be visible, approachable, and available to both members and staff, engaged in all aspects of the Club.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and for staff with a goal of enhancing operational efficiency, security, and member service.
- Interact with members daily, actively soliciting member opinions and input on the club's facilities and services to promote the club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.
- Be knowledgeable of methods of gaining Member feedback (survey, comment card) techniques to focus the Club on continuous improvement of services.
- Be the club's industry leader bringing recommendations of industry leading standards to the Board of Governors, the Director of Finance, and Department Heads on a regular, on-going basis. Participates in local & national industry groups such as CMAA.

Financial Management and Controls

- Develop the club's annual operating and capital budgets, in coordination with the Finance Chair, the Director of Finance and all Department Heads.
- Operate the club within the boundaries of approved budgets. Use accounting system executive dashboard to help guide decision.
- Monitor the monthly financial performance of each department to ensure that controls are in place, variances are accurately explained, and emerging cost, margin, usage, and participation trends identified.
- Hold department heads accountable for meeting their annual budgets. Report monthly results to the Board.
- Establish and monitor Club compliance with all purchasing policies and procedures.

Staff Administration

- Emphasize a "member first" culture that encourages member patronage and maximizes the use of the club's facilities.

- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles.
- Mentor, train and develop key staff to perform at the highest level possible.
- Ensure that strategic goals and operating objectives-developed in conjunction with the Board-are defined, communicated, understood by staff, implemented, and evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision, and the timely evaluation of the entire club staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.

Operations

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" Club.
- Ensure that the club operates in accordance with applicable local, state, and federal laws.

Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into operations.
- Supervise the club's membership survey process, review results, and suggest improvements.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and to retain existing members.
- Develop and administer an evolving business marketing plan in conjunction with the Membership Committee to help retain and grow the membership as needed.
- Be the primary communicator of information at the club and provide both verbal and written skills of exceptional quality.

Requirements

The General Manager will be the consummate professional, well-versed in all facets of club administration. He or she will have a proven background as a leader and demonstrated accomplishments in effectively managing club operations.

He/She will also have a track record of effective relationship and partnering skills with the club's Board of Directors.

- A minimum of seven years as a General Manager or Assistant General Manager in a comparable club is preferred. Candidates will have a working knowledge of all facets of private club operations with strong emphasis on:
 - Staff leadership, development, and team building
 - Financial management
 - Food and beverage management
 - Vision and strategic planning
 - Member service, retention, and growth
- The ability to attract, build, train, mentor and lead a talented and cohesive staff to effectively manage a diverse staff of accomplished and dedicated professionals. Food and beverage training and service skills are critical with the ability to realize tangible results.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred.
- Wine knowledge and certifications a plus.
- Experience at a member-owned club preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.

Competitive Compensation & Benefits

- A base salary and performance bonus potential
- Professional dues and education expenses with the emphasis on continuing education
- 401k and Long-Term Disability
- Standard club executive benefits to include health, dental, vision, and life insurance
- Relocation assistance

Professionals who meet or exceed the established criteria are encouraged to contact:

GSI Executive Search, Inc.

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