

Candidate Profile

General Manager
Grasslands Golf & Country Club
Lakeland, Florida 33803
www.grasslandsgcc.com



Organization

Grasslands Golf and Country Club is private and member-owned. Memberships to Grasslands Golf and Country Club are available for both residents of Grasslands and the surrounding communities. Grasslands is well located just minutes from downtown and is only a short drive to Tampa and the Orlando attractions. It is a wonderful club in the great and growing community of Lakeland. Lakeland is a vibrant community conveniently located along the I-4 logistics corridor between Tampa and Orlando. With a population of just over 100,000, the city limits cover 74.4 square miles. Lakeland has many lakes that are community focal points, providing scenic areas for recreation. Much of Lakeland's culture and iconic neighborhoods are built around the 38 named lakes found in the community.

Downtown Lakeland is a vital and enjoyable place for residents and visitors. It has been dubbed "Lakeland's Living Room" and truly embodies the community spirit of Lakeland. There are quaint shops, casual restaurants, pubs, craft breweries, and fine-dining experiences to be found in and around the historic brick buildings that surround the historic Munn Park town square.

Grassland Golf and Country Club is traditional golf in a modern atmosphere. Opened in 1990, the course was designed by Jerry Pate and Bob Cupp and restored in 2008 by the Jerry Pate Design Group. The greens were converted to "Champion" ultra-dwarf Bermuda grass, the tee boxes were rebuilt, and the entire course underwent irrigation, drainage, bunker work, and beautification changes.

While members enjoy many traditional events, the Club also has a history of hosting professional tournaments. Currently, the Club is a host site for PGA Tour's Web.com Qualifying, stage one. Grasslands was also the site of the former Nike, now Web.Com Tour, "Lakeland Classic", and the NFPGA Tour and Club Professional Invitational. Our distinguished golfing members include two Champions Tour and one LPGA Tour player. Golf Digest Magazine has rated Grasslands as one of the top clubs in the nation with the "Best Players."

In addition to the beautiful Clubhouse, there are five har-tru soft tennis courts, two hard courts, and two pickleball courts which are all lighted for night play. Grasslands Swim and Tennis Club features a Junior Olympic size pool and a kid's pool. With volleyball, basketball, and a waterslide, the Swim Club is a fun place for everyone and perfect for the kid's pool parties. The lighted tennis courts consist of five hydra-clay and two hard court surfaces.

The club has a membership of 421 members in all classes. The combined annual budget is \$4.10 million excluding reserves. The Club has annual food and beverage gross sales of \$925,000. Annual golf rounds are 11,000 and shop sales are \$300,000. There are 60 people on staff, covering all departments.

Position Overview

The General Manager is hired by the Board of Directors, reports to the Executive Committee, and is responsible for carrying out the Board's policies and directives in accordance with the Club's Mission, Vision, and Core Values.

The General Manager is responsible for directing all programs, services and activities, goals and objectives of Grasslands Golf and Country Club, in accordance with operational and strategic objectives. The General Manager oversees the activities of the direct reporting staff, develops operating policies and procedures, and promotes a culture of excellence in member and guest hospitality. He or she develops and oversees programs

designed to increase and retain membership and revenue for the Club. The General Manager is accountable for all areas of the Club and directly manages all Clubhouse functions as described by the Board daily. He or she will work closely with the committees and staff to maximize the synergism of all Club activities. The General Manager is the Board's bridge to the staff and committees and enables the Board to avoid the intricacies and short-term focus that is the staff's responsibility. This will allow the Board to work more exclusively on the strategic and long-term focus of Club governance. The General Manager will prepare such special reports as may be requested by the Board and will report back on the effectiveness of the Club's policies, operations, and programs. Secures and protects the Club's assets, including facilities and equipment.

The General Manager will be a 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. The GM will also have a track record of effective relationship and partnering skills with the Club's Board of Directors.

Direct reports include Food and Beverage Manager, Executive Chef, Controller, Office Manager, Head Golf Professional, Director of Tennis, Golf Course Superintendent, and Head of Building Maintenance.

Responsibilities & Duties

Operational Excellence

- Superior at the basics is the foundation for operational excellence. The GM is responsible for the development and implementation of all service/operating standards and associated training that support our Mission, Vision, and Values.
- The General Manager will implement and monitor the processes to attract new members and revenue-creating events. These activities are developed by both management, staff, and standing committees.
- The General Manager will look for and implement productivity and cost savings opportunities that do not detract from member/guest quality and service standards.
- The GM uses best efforts, so the Club is not placed in a position of liability by non-compliance with regulatory requirements and acts of negligence or poor management decisions.
- The General Manager is the catalyst and facilitator for the Board to assist in prioritizing long and short-term goals. He or she will execute the strategies to achieve the goals and update progress against those goals.
- The General Manager, working with the Controller, is responsible for monitoring the financial health of the Club, developing budgets for Board approval with the input of the Finance Committee, and projecting cash needs against requirements. Recommendations as to the adjustment of budgets, changes in cash needs, and other financial matters are to be communicated on a timely basis to the Board, with appropriate suggestions for remedial action.
- Implements and monitors appropriate controls to safeguard funds, IT, and assets.
- The General Manager will assist Committees in their capital budget prioritization deliberation and coordinate this process through the Finance Committee and Board's approval process.

Personnel Management

- The General Manager has hire and discharge authority of Club personnel. Department Head discharge decisions require Executive Committee approval.
- The General Manager will develop, maintain, and disseminate a fundamental management philosophy that recognizes our staff is a key part of Grasslands G & CC's sustainable competitive advantage. The GM will have a respectful vision to guide all Club personnel toward optimal operating results, employee morale, and member services.\
- The General Manager will help design, according to Board initiatives, programs intended to motivate and improve the performance of staff members. Such programs and initiatives should consider the needs of members and the staff and treat all constituents with respect.
- A primary task of the GM is ensuring that direct reports goals and objectives are defined, understood, evaluated, and enhanced continuously, to meet the position expectations. These goals and objectives are to be in alignment with overall Club objectives.
- The General Manager will provide an annual personnel report to the Board, and include, in summary form, the results of staff performance appraisals, with exceptional and "key" employees identified. Initiatives to retain exceptional and key employees should be discussed with the Board. An objective of minimal turnover by these exceptional and key employees should guide the General Manager.
- The General Manager will develop and monitor basic personnel policies consistent with the Board's desire to always treat employees fairly, and compliant with laws and regulations.

- Ensures association continuing education and membership requirements are met for GM and key staff and encourages participation in education and training, meetings, workshops, and conference opportunities available.

Leadership

- The GM is responsible for providing energized, motivated leadership for key managers and staff. He or she is innovative and accepts responsibility for Club performance in all areas. Additionally, he or she provides consistency and continuity for the Club and exhibits strong executive leadership to all areas of the operation, including the Board and Committees.
- Leadership characteristics include integrity, humility, respect, and a strong moral compass. Any consistent lack of these characteristics readily identifiable by the Board, members, and employees, shall be addressed by the Executive Committee.
- Quality communications with the Board, employees, and members are an important part of leadership. He or she can see and articulate the big picture and the road that needs to be taken.
- The General Manager is a decision-maker. He or she will make decisions, within the scope of the position, take responsibility and ownership, and share the success.
- The successful General Manager is highly visible to both members and staff and listens to their input, praise, and criticisms.
- The General Manager provides innovative, proactive solutions to identified issues that may be implemented within the budget constraints and consistent with the Club's culture.
- The General Manager is the Board's primary information source to external influences that could affect the Club. He or she provides information on issues and trends with the potential impacts to the Club along with recommended actions.

Requirements

- Consistent track record of employment with at least 5 years of senior leadership experience. Must be CMAA and/or PGA Member. CCM and/or Certified or Master PGA Professional preferred.
- Overall operating budget (P&L) responsibility of at least \$4M.
- Bachelor's degree in business administration, accounting/finance, hospitality management, professional golf management, or related field of study from an accredited university.
- Management experience with responsibility of at least 50 employees with at least 6 direct reports.
- Expertise in service excellence and high-end recreational programs.
- Understanding of the private club and hospitality business.
- Understanding HOA's/POA's and how they interface with Club relations.
- Direct experience managing food and beverage operations as well as special events.
- Direct experience managing golf, racquet sports, and aquatic operations.
- Overall understanding of golf course maintenance requirements and inputs.
- Direct experience with facility building equipment and related systems (fixed asset) preventative care, maintenance, repair, and replacement.
- Ability to understand and coordinate the work of independent contractors and all other contractual obligations, the terms of the agreement, scope of work and necessary permits, and governmental/regulatory agency requirements.
- Comprehensive understanding of accounting, cash flows, banking and financing means, key financial ratios and KPI's, club taxation, governmental/regulatory agency requirements, audit requirements, insurance requirements, licenses, and permits.
- Demonstrated professional track record in the areas of:

<ul style="list-style-type: none"> □ Financial Management □ Vendor Relationship Management □ Human Resources Management □ Project Management □ Information Technology 	<ul style="list-style-type: none"> □ Public Speaking; Business Writing; Meeting Facilitation □ Food and Beverage Operations □ Golf Operations □ Swim and Tennis/Exercise Facility Operations
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Member Expectation

- Realizes operational excellence.

- Embodies a talent mindset.
- Leads from the front. Interacts professionally with members.
- Always promotes Grasslands Golf and Country Club.
- Works effectively as a team contributor. Sets direction.
- Exuberates learning agility.
- Creates a team culture of member responsiveness.

Compensation and Benefits

Grasslands Golf and Country Club will offer an attractive and competitive compensation and benefits package to include:

- A base salary commensurate with experience, and annual performance bonus.
- Dental, Vision, Basic Life & ADD & D insurance, Individual and family health Insurance
- Participation in the Club's 401K Plan.
- Budgeted allowance for continuing professional development through CMAA, PGA, and other approved organizations
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.

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

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