

Candidate Profile

General Manager
Moorings Golf & Country Club
2500 Crayton Road
Naples, FL 34103
www.mooringscc.com



Organization

The Moorings Golf & Country Club is an 18-hole, par 63, private golf course located in the heart of Naples, just two blocks west of US 41. The well-manicured course provides a fun player friendly atmosphere while challenging golfers of all abilities. This golf course gives you the ability to think about your shot placement and course management on each hole.

Golf and Social Facts:

- 18 Holes
- Nine par three and nine par four holes
- Play Golf in 3 hours or less.
- Ability to walk anytime.
- Men's Leagues
- Women's Leagues
- Twi-Night Golf
- Practice Putting Green
- Practice Chipping Green
- PGA & LPGA Professionals
- Two Trackman Suites coming this fall.

There are men's and women's golf associations. Both 18 and 9-hole groups for men, women and Twi-Night golf for friendly competition which are scheduled each week during the season. Several special golf events are also scheduled throughout the season.

The Club has a robust Social Calendar. Non-golfers who want to meet people and make friends can enjoy the benefits of Social Membership. The Moorings is the perfect place for meeting new friends. Some of the wonderful gatherings held over the years is a Welcome Back Party for our members and a Bon Voyage at season's end. There are a wide variety of parties ranging from dinner with dancing and entertainment, theme events for July 4th, Memorial Day, Christmas, etc. The Moorings is the place to be for happy hour and a casual or formal dinner. Twi-Night Golf dinners are every Tuesday night and are also open to non-golfers as well.

Additional amenities include two Bocce Courts with member leagues in place.

The Club has approximately 200 Golf Members and 100 Social Members with 40 employees providing excellent service to the membership. Club annual gross revenue is \$3,500,000.

Position Overview

The General Manager will report to the Club's President and the Board of Directors and will be responsible for the organization's day-to-day operations and continually work towards the long-range growth and stability of the organization. The General Manager 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 General Manager will exercise all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He or 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. The Club enjoys a sound, financial position and is looking to gradually grow the membership from its current membership level over the next three years.

The GM will have unwavering adherence to the very highest standards of ethics, business practices, and the pursuit of service excellence.

Direct reports include: Membership Director, Head Golf Professional, Controller, Golf Course Superintendent, Food & Beverage Manager, and Executive Chef.

Specifically, the General Manager will:

- Serve as a catalyst and partner with the Board of Directors to strategically implement the Strategic Plan.
- Implement the directives and long-term goals of the Board of Directors.
- Provide strong Food and Beverage leadership, oversight, and sense of service and quality of the Food & Beverage Operation.
- 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 and 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 course is maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability, and maintenance of the course.
- Manage the Golf Pro to direct his staff to provide a top-notch country club experience for members - a well-managed, financially sound, and appropriately stocked Pro Shop, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- Enhance the Club's relationship, communications, and responsiveness to current members, and to effectively reach out to prospective members. Partner with Membership Director to attract new members and retain existing members.
- 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 expenses, holding departmental heads accountable for the income and expenses 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.
- Manage maintenance and construction projects from concept to conclusion.
- Be technologically proficient, helping the Club to further advance its communications with members.
- Bring industry standards and understanding of best practices for Board members and staff.

Responsibilities

Member Responsiveness

- Be a confident, enthusiastic, 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 staff with the goal of enhancing operational efficiency, security, and the overall member experience.

- 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 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 and Department Heads on a regular, on-going basis. Participates in local and national industry groups such as CMAA.
- Coordinate the work and output of the Club's departments to engender efficiency and eliminate conflict thereby providing an enjoyable experience for the members and staff.

Financial Management, Controls and Administration

- Develop the Club's annual operating and capital budgets, in coordination with the Treasurer, the Controller and all Department Heads.
- Operate the Club within the approved budgets.
- Monitor the 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.
- Establish and monitor Club compliance with all purchasing policies and procedures.
- Work with the Membership Committee and the Marketing Committee to have in place on a continual basis an effective membership recruitment program and assure that certain Club employees are trained in membership recruitment techniques and possess the necessary personality and sales skills to ensure that new members are recruited to meet the Club's goals.

Staff Administration

- Emphasize a "member-first" culture that encourages member engagement 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.
- Maintain disaster and emergency plans and systems and ensuring that Club employees are trained and rehearsed in correct disaster and emergency procedures, including lifesaving procedures.

Operations

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" Club.
- Set quality and cost standards for all Club departments.
- 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.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and to retain existing members.
- Develop and administer an evolving marketing plan in conjunction with the Membership Committee to grow the membership over the next three years.
- Understand and help develop membership programs that will grow the membership over the next three years.

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. The GM will also have a track record of effective relationship and partnering skills with the Club's Board of Directors, membership, and staff.

- A minimum of five years as a General Manager, 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 & Beverage Management
 - Vision and Strategic Planning
 - Member service, retention, and growth
- The ability to attract, build, train, mentor, lead and retain talented and cohesive staff.
- Food and Beverage training and service skills are critical with the ability to realize tangible results.
- A Hospitality, Business Management or related degree preferred.
- The CCM designation preferred.
- Experiences 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
- Standard club executive benefits to include health insurance

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

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