

Candidate Profile

General Manager
Hidden Valley Country Club
Sandy, Utah
www.hiddenvalley.cc



Organization Overview

Originally named The Fort Douglas Club, the Hidden Valley Country Club was incorporated in 1928 as a member-owned, non-profit private club. The first members were civilian golf and polo members of the Officer's Club of Fort Douglas, a Fort established during the Civil War to protect the overland mail routes and telegraph lines. The Club was initially created to improve public relations between the military administrators at Fort Douglas and the local civilian population. One source of the poor relationship was concern over the actions of some prisoners of war who were housed in prison barracks during World War I. At one time, there were as many as 700 such occupants, including 331 German sailors who made numerous attempts to escape by tunneling and wire cutting. The membership would include post officers and civilians. An 18-hole golf course was ultimately laid out, with the ground plowed and harrowed by horse-drawn equipment. Gradually, the course took shape, culminating in a small clubhouse, built of lumber saved from the demolition of war buildings.

Over the years, that clubhouse was expanded so often that it became a showplace. When water from Red Butte Creek proved to be inadequate for the growth of a golf course, U.S. Senator Reed Smoot of Utah promoted a bill through Congress, allowing a \$370,000 dam to be built in Red Butte Canyon. The problem was solved. Things slowed down at The Fort Douglas Club during the Depression-ridden 1930s. In the early 1940s, a few women members were accepted. By the end of the decade, women and their guests had become an integral part of the Club's activities. The original golf course (the remnants of which are now the University of Utah), was the site of the Western Open in 1947, which attracted golf great Ben Hogan. In 1957, the Club acquired the Hidden Valley property in Draper, and the new golf course was opened for play on May 1, 1959. The members' objection to driving 12-15 miles to play golf soon disappeared as the course became recognized as one of the most outstanding in the state. Since that time, the Club was operated as Utah's only dual-facility country club. Unfortunately, demographics change. The economic reality of operating two facilities dictated a sale of the original Fort Douglas Club to the James L. White Jewish Community Center in 1997. The people who had worked at the east bench facility fondly remember many great events, including the performances of such top-notch musicians as Chubby Checker and the Kingston Trio.

Fast forward to 1999, Hidden Valley Country Club members voted to construct a new clubhouse in Sandy that HVCC members currently enjoy today. The construction of the 44,000-square-foot facility began in the spring of 2000 and was completed in the summer. Today, Hidden Valley Country Club members enjoy a modern clubhouse, a 27-hole golf course, golf shop, and practice facilities. The Club allows a maximum of 446 Equity Members. Hidden Valley was selected as the #1 rated golf course in Utah for 2001-2002 and consistently places in the top 10, year after year. In the summer of 2016, HVCC welcomed the addition of a cabana and pool to complement the 27-hole course to truly make it a family-friendly country club that members enjoy today.

The Club boasts a full membership roster capped at 446 equity members, with 90 social members and 45 junior members, with the average age of all members being 56 years. Total Revenue is \$8.5 million with Food and Beverage revenue of approximately \$1.8 million. The Club has 180 full-time equivalent employees and 7 department managers. Besides the 27 holes of golf, members enjoy a full-service clubhouse with a bar, dining room, and banquet room to accommodate 250 guests, a smaller private dining room, the Wasatch Room, to

accommodate 48 guests and Board Room. The Club also a seasonal pool and cabana and snack bar. The Club operates 12 months a year, 7 days a week.

Position Overview

The role of General Manager (GM) will be the responsibility of overall leadership, and the planning and guidance of Hidden Valley Country Club with the objective to maximize member satisfaction while maintaining a sound financial operation.

In this role, the General Manager will serve as Chief Operating Officer of the Club and manage all aspects of the Club, including its activities and the relationships between the Club and its Board of Directors, members, guests, employees, community, government, and industry. The GM will: coordinate and administer the Club's policies as defined by its Board of Directors; provide input to the Board in its strategic planning processes; develop operating policies and procedures and direct the work of all department managers while providing a mentorship environment; implement and monitor the budget; monitor the quality of the Club's products and services; ensure maximum member and guest satisfaction; and secure and protect the Club's assets, including facilities and equipment.

Responsibilities and Essential Functions

- Lead the vision and corporate culture and overall morale of the Club.
- Understand the organization structure of reporting to the Board of Directors, who report to the members.
- Lead in the implementation and administration of policies. Provide guidelines for administrative and operational planning. These actions shall include the management and administration of the Club and its operation in conformity with the policies established by the Board of Directors, HVCC By-Laws, and personnel policies.
- In conjunction with the activities of the Board of Directors, develop short and long-range plans for the Club. Establish objectives and define strategies for meeting Club goals, including annual goals for each key operation (Greens, Golf, Food & Beverage, Administration, Facility Maintenance, Membership, and others as appropriate). Develop, maintain, and administer a sound organizational plan to meet those objectives, and initiate improvements as necessary.
- Provide a monthly detailed written report of the Club's activities at each Board meeting and provide timely communication to the Board of all relevant issues or activities involving HVCC.
- Coordinate the development of operating and capital budgets according to the budget calendar. Review all monthly financials and coordinate with the Clubhouse Manager, Head Golf Professional, Golf Course Superintendent, Chef and Food and Beverage Manager, and Club Controller; prepare variance analysis and commentary on the Club's financial position and recommend corrective actions as appropriate.
- Review and sign official and legal documents and contracts.
- Responsible for the hiring, training, supervision, and termination of all HVCC personnel, including areas where responsibility is delegated to department heads. Establish a basic personnel policy; initiate and monitor policies relating to personnel actions and training and professional development programs. Functions as the mentor to all staff instilling a "yes" culture attitude throughout the staff.
- Create a working relationship pattern within the Club that will maintain a high level of employee morale.
- Effectively manage direct reports and delegate authority and responsibility to managerial staff and ensure their involvement with management is continually developed so qualified successors are available when necessary. Ensure that skilled staff is adequately cross-trained to meet a dynamic environment and internal needs and establish an environment of motivation and innovation that optimizes performance. Delegate responsibility and authority to the lowest organizational level where a decision can be made effectively with full accountability.
- Oversee the care and maintenance of all the Club's physical assets and facilities, including controls to safeguard funds.
- Coordinate and serve as an ex-officio member of appropriate Club committees. Attend meetings of the Club's Board of Directors.
- Coordinate the marketing and membership relations programs to promote the Club's services and facilities to

potential and present members. Welcome new members and “meet and greet” all members as practical during their visits to the Club.

- Recommend appropriate wage and salary structures and competitive insurance programs designed to attract, retain, and motivate employees.
- Review and recommend Board approval of all capital expenditures. Provide advice and recommendations to the Board President and committees about construction, alterations, maintenance, materials, supplies, equipment, and services not provided in approved plans and/or budgets.
- Ensure that the Club structure is organizationally sound and that departmental units are developed and maintained in an efficient manner.
- Keep abreast of laws, regulations, and compliance areas, which affect personnel and employment relations and the Club environment, with an emphasis on best practices for private club policies and operations. Maintain membership with the Club Management Association of America and other professional associations. Attend conferences, workshops, and meetings to keep abreast of current information and developments in the field. Assure that the Club is operated in accordance with all applicable local, state, and federal laws.
- Review and initiate programs to provide members with a variety of events.
- Participate in outside activities that are judged as appropriate and approved by the Board of Directors to enhance the prestige of the Club. Broaden the scope of the Club’s operation by fulfilling the public obligations of the Club as a participating member of the community.
- Represent the Club to the community with a high level of integrity and professionalism.
- Adhere to Club policies and support Board and management decisions and goals in a positive, professional manner.

Requirements

- Bachelor’s Degree in Business, Hospitality Management, or a related discipline is preferred.
- Minimum of five years of experience operating at a senior level in a private yacht, golf, social, athletic club or other similar organization.
- Demonstrated progressive professional advancement.
- Food & Beverage management experience.
- Experience working with volunteer committees.
- Have attained or pursuing professional CMAA certification.
- A career path marked with stability and professional achievement.
- A person of exceptional character; motivated, energetic, friendly, and dedicated to the profession.
- The successful candidate will be a lifelong learner continually researching and understanding industry trends.
- Excellent verbal and written communication skills.
- Has a proven track record of showing empathy with members’ needs and communicating policy in a positive manner.
- Experience with capital improvement projects.
- Demonstrated long and short-term planning programs, a club professional visionary.

Competitive Compensation and Benefits

- Competitive compensation/salary and an annual performance bonus
- Medical, Dental, Life Insurance, and Paid Vacation
- Participation in the Club’s 401(k) plan with club match
- Professional dues and expenses in accordance with the annual budget

Professionals who meet or exceed the established criteria are encouraged to send a resume and cover letter to GSI Executive Search:

David Rpbinson, CCM
Principal
david@gsiexecutivesearch.com

Robert Jones, CCM, CCE
President
rjones@gsiexecutivesearch.com

GSI Executive Search has been serving the private club industry for over twenty years, providing a wide range of executive search and placement services. In addition to GM searches that have been performed recently, GSI consultants have done over 70 GM searches around the US in the last two years.