



EXECUTIVESEARCH

EXECUTIVE SEARCH SERVICES FOR THE PRIVATE CLUB AND HOSPITALITY INDUSTRY

## Candidate Profile

General Manager HOA  
Las Campanas Master Association  
Santa Fe, New Mexico  
<http://www.lascampanasowners.com/>



LAS CAMPANAS  
MASTER ASSOCIATION

The Las Campanas Master Association is looking for a motivated, high-energy General Manager (GM) capable of implementing a strong vision for the community's continued excellence while working on site to provide exceptional services to all owners during a time of accelerated growth. He/she will be a visible, proactive, transparent team leader for the Association, with a history of successfully partnering with a Board of Directors. The GM will have proven ability to communicate with multiple audiences, as well as proven skills in relationship management, leadership development, team building, and community management. Improving communication and developing a sense of community are key goals for a new GM.

## Las Campanas Community & Santa Fe

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Las Campanas is one of the premier private, gated residential communities in the Southwest, offering 27 neighborhood estates just outside Santa Fe, New Mexico. With nearly 5,000 acres of beautiful landscapes and stunning mountain vistas, Las Campanas offers its residents a high-quality, relaxed lifestyle with numerous services, amenities, and benefits. There are some 1,000 custom and semi-custom residences, reflecting regional architecture built to high-quality construction standards. We are currently experiencing rapid growth, with homebuilding starts at an all-time high. About half of the residents belong to a separate world class private golf and tennis club, The Club at Las Campanas, which is located in the community.

The mission of the Las Campanas Master Association (LCMA) is to preserve and enhance Las Campanas as a premier southwestern community with quality architecture and expansive high-desert views. The Association strives to promote the safety and welfare of the owners and to preserve the value of the community by fairly and effectively administering the Covenants, Conditions and Restrictions (CC&Rs), the Rules and Procedures, and the Design Guidelines established by the Association. The LCMA envisions a community that offers an inspiring lifestyle and quality of life—a desirable place in which to live and enjoy the benefits of family, friends, and community.

The Board of Directors, officers, and management team are committed to managing the property and affairs of the Association with integrity, honesty, respect, and cooperation. They serve as stewards for the operations and services of the Association as well as the reserve funds held for the benefit of the community. The Las Campanas Master Association is a non-profit corporation that is the governing body for the community. The Association aims to protect, improve, and maintain the community for the benefit of all owners.

Santa Fe is the country's second oldest city. Santa Fe's San Miguel Mission is the oldest church in the country, built in the early 1600s. Classical Spanish mission architecture is the norm, harmonizing with touches of “Santa Fe Modern” design. Santa Fe has a high-desert climate with more than 300 days of sunshine per year and brilliant clear blue skies. With its ancient history, much of the city feels untouched—a place removed from time. With our mix of cultures, we are proud to be called The City Different.

Artists have always been attracted to Santa Fe for its landscapes and a cultural heritage that blends American frontier and Spanish and Mexican rancho culture with the stories and songs of indigenous people. Despite its small size, Santa Fe is the third largest art market in the U.S. It was the home of Georgia O'Keeffe and a roster of other artists and is the current residence of *Game of Thrones* author George R.R. Martin. The Santa Fe Opera is world renowned, with over 2,000 performances of 175 different operas, including 16 world premieres. Santa Fe restaurants offer everything from homegrown New Mexican specialties to world-class cuisine recognized by the James Beard Awards.

Santa Fe, situated at 7,000 feet in the southern Rockies, is nestled between two mountain ranges, the Sangre de Cristo and the Jemez, which offer residents skiing, snowboarding, snowshoeing, and mountain hiking and biking. There's world-class rafting and fishing on the Rio Grande and Pecos Rivers. The city offers a number of public venues for swimming, tennis, and golf, including the Marty Sanchez Links, minutes from the LCMA offices. Winter or summer, there is always something to do. The capital of the Land of Enchantment is a truly enchanting place.

#### **LAS CAMPANAS BY THE NUMBERS**

- \$5.6MM total annual revenue
- \$4.2MM annual assessments revenue, including reserves
- \$3.2MM payroll including benefits
- Internal Revenue Code section 528 tax status
- 52 full-time employees: 12 Admin, 23 Security & EMT, 17 Maintenance
- 1,337 dues-paying owners (homes and lots) in 27 estates
- 9-member Board with 3-year terms
- 5,000 acres, ~50 miles of roads, 11 miles of walking paths

#### **About the Position & Responsibilities**

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The GM reports to the Board President and will manage all operations of the Master Association on behalf of the Board, including, but not limited to, its services and activities for the owners. The GM will oversee all communications and dealings on behalf of the Association with owners, employees, contractors, service providers, guests, invitees, neighboring Santa Fe County communities, the press, and government authorities. The GM will coordinate and administer the Association's policies and procedures as defined by the Board and oversee the enforcement of the CC&Rs and Association Rules. He/she will implement and monitor the budget and also monitor the quality of the Association services with the objective of achieving maximum owner satisfaction. The GM will attend Board meetings (and committee meetings, as needed) and inform the Board of any important operations problems or issues with policies and procedures. The GM will set policies and procedures for, and direct the work of, all senior and junior staff. The GM

will also oversee the security and protection of the Association's assets, including facilities, equipment, tools, and supplies.

The GM's duties and responsibilities include the following:

### **MANAGEMENT AND ADMINISTRATION**

- Act as the professional representative of the Owners Association
- Develop and facilitate the planning process with the Board
- Develop organizational goals and objectives with the Board
- Develop and administer operational policies and procedures as approved by the Board
- Oversee the day-to-day operations of the Association
- Respond in a timely manner to requests for data and information from Board members and Committee Chairs
- Communicate to the staff the principles and ideals set forth in the Board Manual
- Ensure compliance with applicable regulatory requirements and laws
- Administer electronic elections for Board positions at appropriate intervals, and issue electronic notices of Board and Member meetings in compliance with the governing documents

### **FINANCIAL**

- Keep up to date and accurate financial records
- Develop, recommend, and manage the annual budget as approved by the Board
- Deliver to the members a copy of the budget within 30 days of its completion
- Approve expenditures consistent with approved budgets and expenditure parameters
- Prepare and submit capital funding proposals, as appropriate
- Manage assets effectively
- Adhere to established investment policies
- Ensure the timely payment of all debts and the fulfillment of other obligations of the Association
- Prepare and provide financial statements and other financial information to the Board on a timely basis
- Commission an annual external audit prepared by certified audit professionals
- Commission an external reserve study and report prepared by qualified professionals every five years and perform an annual review of such report
- Ensure all tax returns are accurately prepared and filed and all taxes are paid in a timely manner.

### **PERSONNEL**

- Collaborate with the Director of HR and Administration to administer Board-approved personnel policies
- Ensure proper and legal hiring and termination practices

- Supervise and evaluate all staff performance
- Develop and manage compensation plans as approved by the Board
- Maintain and provide the employee manual to all employees, updating as necessary
- Develop, implement, and manage a performance management system that emphasizes pay for performance
- Provide periodic reports to the Board on the staff, covering such matters as staffing levels and turnover, evaluation procedures, and management of incentive pay.

## **MINIMUM QUALIFICATIONS**

- Bachelor's or Master's degree, preferably in Business Administration, Management, Marketing, or Hospitality Management
- Significant experience as a Community Association Manager of high-end residential homes and/or management experience in the Hospitality Sector, or related service industries
- CMCA certification by Community Association Managers preferred
- Previous experience in project management and maintenance supervision in a community with explosive growth is helpful
- Proficient in Microsoft Office software (Word, Excel, PowerPoint, Outlook) and able to learn new systems such as Caliber (accounting and community management software). General knowledge and proficiency in state of the art technology and it's application importance.

## **SKILLS**

- Self-motivated, but also a team player and able to motivate and inspire staff
- Able to establish trust through transparency and candor with Board and Committee Chairs
- Able to create an environment of professionalism, respect, timeliness, and accountability among the office team
- Critical thinker and problem solver
- Strong interpersonal skills and customer-service driven
- Collaborative decision-making, relationship building, and detail-oriented
- Excellent verbal and written communication skills
- Strong digital skills, including ability to manage Association website, create a digital experience for owners, and remain current with digital trends
- Organizational and time management/prioritization skills
- Able to maintain confidentiality and discretion
- Willingness to work extended/flexible hours and weekends

## **Requirements**

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- A hospitality background of positive relationships and people engagement.
- A professional career “track record” of achievement and relative employment stability.
- Pronounced people sensitivities, especially as this relates to dealing with staff, club members

and suppliers.

- An overriding sense of quality consciousness. This includes most importantly a high quality, courteous efficient staff.
- Proven leadership qualities with the demonstrated ability to direct, coordinate and manage all facets of a full-service HOA.
- Strong communication skills, both in writing and speaking, with the distinct ability to function effectively before a wide variety of groups and forums. Communication with homeowners and personal visibility is a highly important part of the responsibilities.
- A sharp eye for detail in the overall management of the HOA.
- A record of success in the selection, development, training, motivation of an accomplished, service-oriented staff.
- A positive, upbeat attitude combined with sense of humor and the ability to work effectively at all levels of organization.
- The ability to teach and coach others.
- A strong, supportive and stable personal life. To be in good health personally.
- The ability to “get to yes” as a management style.

## Competitive Compensation & Benefits

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Salary is open and commensurate with qualifications and experience. A competitive benefits and incentive package is offered.

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

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