

CANDIDATE PROFILE

General Manager
The Family
San Francisco, California

www.KeepYoung.org



THE FAMILY
Established 1902

The Organization

The Family is a premium, private gentlemen's social club in San Francisco, founded in 1902 by a group of journalists, artists, and newspapermen who shared a commitment to friendship, fellowship, creativity, freedom of expression, and the arts.

For 125 years, The Family has maintained a distinctive culture centered on camaraderie without regard to external status or professional hierarchy. The Club president is traditionally referred to as the "Father," regular members as "Children," and new initiates as "Babies." Club bylaws prohibit using the Club or its facilities for commercial trade or business transactions, helping preserve an environment focused on friendship, literature, music, the arts, and shared experiences.

The Club's first home was established at 228 Post Street in downtown San Francisco. Following the 1906 San Francisco earthquake, the building was destroyed in the resulting fires. Today, the Club's City Home is located at 545 Powell Street in San Francisco.

In 1909, The Family acquired its rural retreat in Woodside, California, known as "The Family Farm." Set among magnificent redwoods on the San Francisco Peninsula, the Farm has become an integral part of Club life and hosts summer gatherings, encampments, theatrical productions, musical performances, dining, private events, and other member activities.

THE FAMILY DETAILS:

- **Initiation Fee:** \$27,500 for full Resident Members
- **Annual Dues/Fees (Regular Equity Members):** \$5,820
- **Total Memberships:** 640
- **Average Age of Members:** 65
- **Gross Revenues:** \$4,100,000
- **Annual Club Dues Revenue:** \$2,230,000
- **Annual F&B Revenue:** \$1,500,000
- **Quarterly F&B Minimum:** \$250
- **Full-Time Employees:** 15-20
- **Board Members Serving 3-Year Terms:** 11

Position Overview

The General Manager is the senior staff executive and chief operating officer of The Family, responsible for the day-to-day management of both the City Home and Family Farm. Reporting directly to the President and Board of Directors, the GM implements Board-approved policies and strategic direction and has the authority necessary to manage the Club effectively.

The GM has overall responsibility for Club operations, personnel, finances, facilities, food and beverage, events, member services, safety, compliance and outside contractors and vendors. The GM establishes the management structure and chain of command; hires, supervises, evaluates, develops, disciplines and when appropriate terminates employees; delegates responsibilities to department managers; and holds managers and staff accountable for performance.

The GM prepares and administers Board-approved operating and capital budgets, maintains appropriate financial and internal controls, protects Club assets and ensures compliance with applicable laws, regulations, employment requirements and collective bargaining agreements. The GM keeps the President and Board informed of significant operational, financial, personnel, legal, safety and reputational matters and recommends appropriate policies, organizational changes, capital projects and strategic initiatives.

The Board governs and establishes policy, strategic direction, financial parameters, and long-term priorities; the General Manager manages and executes. Individual Board members, committees, and members provide valuable advice and input but do not create separate lines of authority over Club employees. Operational direction to employees comes through the General Manager and the management structure established by the GM.

The GM is expected to be a visible and accessible presence, develop strong relationships with members, understand and respect The Family's traditions, and deliver exceptional hospitality and member experiences. At the same time, the GM must have the judgment and confidence to distinguish between member preferences and management decisions and to enforce Club policies and standards consistently.

The successful General Manager will combine hospitality with disciplined executive management, resolving problems promptly and holding managers and staff accountable for results.

In short: the Board governs; the General Manager leads. The GM has the authority to run the Club and is accountable to the President and Board for results.

Expectations

- Characteristics of a successful GM include honesty, straightforwardness, integrity, accountability, leadership, and dedication.
- Able to inspire and motivate others, earn the respect of the members and employees, as well as the community at large.

- Always conducts themselves responsibly and professionally while at or away from the Club and encourages other staff members to do the same to reflect the proper image of the Club throughout the community.
- Able to be diplomatic and tactful – yet firm – in dealing with member constituents.
- Must demonstrate interpersonal relations skills; be an excellent communicator and a competent administrator; and must be able to communicate the Club's vision effectively.
- Ability to set goals and objectives as well as delegate to and coach the department managers and their staff.
- Ability to manage cross-functional teams and multi-disciplinary projects.
- Ability to make complex decisions in a dynamic environment in support of the Club's vision, mission and core values.
- A high degree of culinary and wine knowledge and passion.
- Displays sound judgment.
- Ability to think strategically while meeting operational and near-term objectives.
- Financial aptitude commensurate with executive duties.
- Helps to set and maintain high standards for all facilities, services, and communications.
- Knowledge of and ability to perform the required role during emergency situations.
- The Family is a 501(c)7 entity, and experience working with clubs with this designation is preferred.
- Must possess a working proficiency of computer skills and knowledge of all club software, including MS Exchange, Word, Excel, PowerPoint, and POS / Club Software Programs. The Club is currently converting its accounting system from Clubsoft to Clubessential.

Requirements

- Bachelor's degree from a four-year college or university; Hospitality Management or Experience as a Clubhouse Manager or Assistant General Manager.
- Membership with the Club Management Association of America (CMAA) and other professional associations is a plus.
- A CCM and/or CCE designation or similar accreditation outside the club industry is desirable.
- Attends conferences, workshops, and meetings to keep abreast of current information and developments in the field to enhance their value and quality of services to the members.
- Substantial private club or hospitality industry experience with management and supervisory experience and progressive professional advancement.
- Management of complex capital projects is required.
- Experience working with volunteer committees is preferred.

Competitive Compensation

- A full-time salaried position with a complete benefits package
- Performance bonus
- Paid time off
- Health, Dental, and Vision Insurance per The Family's package
- Salary range \$250,000 - \$290,000 annually

To Be Considered

Please email your cover letter, resume, and portfolio (PDF) to the address below, with the subject line: General Manager, The Family. Note: The preferred method of contact is email.

The cover letter should be addressed to Mr. Portor Goltz, Club President, and clearly state why you want to be considered for this position at this stage of your career and why The Family and the Bay Area will be beneficial to you, your family, your career, and the Club if selected.

All employment offers are pending satisfactory results from a background investigation and appropriate reference verification.

Professionals who meet or exceed the established criteria are encouraged to contact GSI Executive Search as early as possible, but no later than Monday, August 31, 2026.



David Robinson, CCM
Principal



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