

## Candidate Profile

General Manager

The Beach Club | <http://www.tbc1927.com>  
Centerville, MA (Cape Cod)



### Organization

Founded in 1927, The Beach Club, located in Centerville, Massachusetts is a private club dedicated to providing members, their families, and guests with an enjoyable meeting place on the shores of Cape Cod. The Beach Club offers wonderful access to a pristine beach where member families have enjoyed club amenities for a century. The Club holds several member events and parties throughout the summer and a few weddings, rehearsal dinners, and private parties during the summer and early fall. The Club is well known for its traditions, and informal atmosphere, and its classic shingle style clubhouse, a new expansive deck opens onto the beach area, offering and stunning views of Nantucket Sound as the backdrop for club events.

The Beach Club is located on Long Beach Road in Centerville, MA, which is a village in the Town of Barnstable the largest town on the Cape. The area has well-respected businesses, shopping, school, and medical community. Centerville is approximately 90 miles south of Boston. For more information regarding the Hyannis/Centerville community, follow this link <https://www.hyannis.com>.

The Beach Club:

- 325 member families, plus 13 senior members
- Operating revenue: \$1.2 MM of which Food and Beverage account for 38% of the total revenue
- Number of staff: 50 in peak season.
- Direct reports: Assistant Manager (3), Executive Chef, Head Bartender, Office Manager, Maintenance
- Club main season - mid June - Labor Day, plus September shoulder season.

### Position Overview

The General Manager is a year-round position that reports to the President and the Board of Directors and will be responsible for the day-to-day operations, long-range growth, and stability of the Club. The ideal candidate will direct and oversee the quality of its staff, services, and amenities to ensure member satisfaction. He or she will exercise all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices to ensure platinum level member experiences are delivered. The General Manager 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, all to ensure the Club's long-term stability and growth.

The Board is transitioning TBC staff leadership towards the CMAA's GM concept and will be implementing appropriate changes. The GM will have unwavering adherence to the very highest standards of ethics, professional practices, a family-friendly culture, and the pursuit of service excellence.

Specifically, the General Manager will:

- Have the ability, awareness, and patience to work with the Board and committees to achieve an operation that recognizes the new GM leadership role and integration with volunteers,
- 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. An environment where positive behaviors are reinforced and rewarded. The Club is very proud of the “family” relationship between the membership and staff where many staff members return year after year.
- 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 Platinum Level club dining experience.
- Oversee and manage the activities of the Office Manager by setting and maintaining 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 rising costs, holding departmental heads accountable for the income and expenses relative to the departmental goals.

- Working with the Building Committee, the GM will set and manage a Capital Budget that appropriately prepares the club for needed replacements, renovations, and repairs, ensuring the Club's assets, facilities and equipment are always maintained in prime condition.
- Help define the technology, information and communication needs of the club in order to recommend appropriate system upgrades.

The current GM is retiring this season after 29 years at the Club. The senior management team currently enjoys long tenure including the Executive Chef and Assistant Managers. The team is very committed to the member experience and will be a clear asset to the new GM.

## Responsibilities

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### Member Responsiveness

- The GM will embrace the long-standing traditions for which the club is known and respected but will seek to find a proper balance when introducing new and relevant programming and concepts.
- Be a confident, diplomatic spokesperson for the Club, fostering a climate of hospitality for all members and guests. Be visible, approachable and available to both members, volunteers and staff, engaged in all aspects of the Club.
- Ensure relevant communication methodologies are being implemented for members and staff with a goal of enhancing operational efficiency, security and member service.
- Be knowledgeable of methods of gaining member feedback techniques to focus the club on the continuous improvement of the member experience.
- Provide proactive leadership to the committees that will build management confidence allowing the GM concept to flourish and succeed.

### Financial Management and Controls

- Develop the club's annual operating and capital budgets, in coordination with the Finance Committee, and all Department Heads.
- Operate the club within the boundaries of approved budgets.
- Monitor the monthly financial performance of each department to ensure controls are in place, variances are accurately explained, and emerging cost, margin, usage and participation trends identified. Hold department heads accountable for meeting their annual budgets. Provide Board quarterly updates on financial performance and trends.
- Establish and monitor club compliance with all purchasing policies and procedures.

### Staff Administration

- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership. Maintain the sense of "FAMILY" which currently exists where a long tradition of mutual respect promotes long-term relationships (returning staff members).
- Be a team-builder, develop professional staff and create a succession action plan for critical roles. Mentor, train and develop key personnel to perform at the highest level possible in a seasonal employment environment.
- Ensure strategic goals and operating objectives—developed in conjunction with the Board—are defined, communicated, and understood by staff and implementation is 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. Staff recruitment is a critical function of the GM as the club is highly seasonal in a resort/second home community. Develop creative staff retention programs which will further enhance the return rate of many seasonal employees.
- Administer compensation/benefits to direct reports within the parameters of the annual budget.

### Operations

- Staff and maintain appropriate departments to facilitate the day-to-day operation as an efficiently operating "high-end" or Platinum level club.
- Develops and maintains staff training programs designed to teach seasonal staff that focus on a welcoming quality member experience and engagement.

- To maintain the safe operation of the beach and waterfront where the safety of members of all ages is of the highest priority and ensure appropriate lifeguard/rescue training.
- Ensure the club operates in accordance with applicable local, state, and federal laws and provides training in sexual harassment prevention and safe and legal alcohol usage (TIPS training).

#### Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into operations.
- Create and recommend new programs, initiatives, and marketing/sales programs as part of continuous improvement.
- Collaborate with the Strategic Planning Committee to develop and execute a short/mid and long-term plan that will provide continued stability of the Club for the next generation.

## Requirements

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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.

- Previous experience as a General Manager, Assistant General Manager in a comparable club who has strong ties to the Northeast and an understanding of Cape Cod is preferred. Candidates will have a working knowledge of all facets of private club operations with strong emphasis on:
  - Seasonal club operations
  - Cultural understanding of a seasonal community
  - Staff leadership, development, and team building
  - Financial management
  - Food, beverage and club event management
  - Beach operations
  - Vision and strategic planning
  - Member service, retention, and growth
- Charismatic, flexible individual with outstanding interpersonal skills, high integrity and strong work ethic.
- The ability to attract, build, train, mentor and lead a talented and cohesive staff in a seasonal club environment. Food and beverage training and service skills are critical with the ability to realize tangible improvement in the member experience.
- To effectively manage a staff of accomplished and dedicated professionals.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred or evidence of attaining the designation through CMAA.
- Experience at a Platinum level equity member-owned club preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.
- Candidates with prior experience in seasonal operations are preferred.

## Competitive Compensation and Benefits

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| ■ This is a year-round opportunity   | ■ 401k and Long-Term Disability      |
| ■ A base salary and performance bonus potential                                      | ■ Allowance for health care benefits |
| ■ Professional dues and education expenses with the emphasis on continuing education | ■ Relocation assistance.             |

Professionals who meet or exceed the established criteria are encouraged to contact:  
GSI Executive Search, Inc.

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