



**EXECUTIVE SEARCH –  
GENERAL MANAGER / COO**

**VAQUERO CLUB  
WESTLAKE, TEXAS (DALLAS / FT WORTH - METRO AREA)  
REPORTS TO: BOARD OF DIRECTORS  
<https://www.vaqueroclub.com/>**

Established in 2001, Vaquero occupies 525 acres of what was once the Hunt brothers' Circle T Ranch in Westlake, Texas. Discovery Land Company purchased the Ranch and developed it into an intimate, utterly private Club community.

The secluded property features rolling hills, a newly renovated and expanded 42,000 square-foot Club House, and a golf course designed by Tom Fazio. Vaquero is located 15 minutes from the Dallas/Fort Worth Airport and offers ample shopping and dining in the neighboring towns of Southlake, Trophy Club, and Roanoke.

For members, the Vaquero Clubhouse is a second home. This luxurious yet comfortable setting is where members live, work, and play. A member can work out in the morning, play golf, and enjoy lunch or dinner with family and friends. Vaquero offers members the ultimate lifestyle. Once a member enters the gates, the staff is present for everything a member or guest may need. The team is dedicated to helping members enjoy the things that truly matter, friends and family. The Vaquero Club offers a limited number of private Equity Golf and Social Memberships.

#### **VAQUERO CLUB BY THE NUMBERS:**

- 423 total member families
- Tom Fazio 18 Hole Championship Golf Course, PAR 71
- An Indoor Golf Teaching Center
- 3 - Dining areas: Clubhouse, Ranch House, and Pool Grill
- Men's Locker Room Lounge and Women's Locker Room Lounge
- 4 - Tennis Courts, and 3 -Pickleball Courts
- Swimming Pool, Youth Recreation, 2 - Event Lawns, and Kids Club
- Spa and Fitness Center
- Family events, fishing, paddleboats, or canoeing
- Annual Initiation Fees - @ \$3.4MM
- Annual dues for Resident Member - \$25,000

- Annual Golf Rounds Per Year – @21,000
- Gross Revenues - @\$18.2MM
- Food and Beverage Revenues - @\$2.7MM
- 150 Number of Employees (Full / Part-Time)
- Average Membership Age – 56
- Governance – 9 Board Members, 5 Standing Committees
- POS / Accounting System – Jonas
- The Club is organized as a – C Corporation, private and member-owned
- The Club is open 6 days per week, 12 months a year

## POSITION SUMMARY:

The next GM/COO will be energized by the opportunity to make the Vaquero experience absolutely world-class. The GM/COO will find creative ways to add “surprise and delight” to every aspect of the Club to exceed member and guest’s expectations. The goal is to be truly the best and be known as a place that reinvents the meaning of member service over and over again. The GM/COO has complete responsibility and ownership over the day-to-day operations of the Club while leading all operations in pursuit of excellence consistent with the strategic plan, mission, vision, brand strategy, and policies established and approved with and by the Board of Directors. The GM/COO must deliver on the Vaquero mission every single day:

*“The Vaquero Club will be the finest private residential, golf, and country club community in the United States, where multiple amenities will be enjoyed by members and guests in an exclusive, relaxed atmosphere. Service will be personal, proactive, warm, and members will feel comfortable and secure. The Club will cater to families and friends by providing unique attractions, events, and programming focused on camaraderie and fellowship.”*

The GM/COO is responsible for managing the entire inventory of key assets (physical and staff), including golf, food and beverage, fitness, activities, tennis, front of house operations, member events, maintenance, housekeeping, accounting, human resources, communications, membership, member services, security, and future Club amenities. The GM/COO must have had previous experience in leading renovations of Club and Golf course assets. Today the Club is planning a future Golf Course re-design. The GM/COO must be a “hands-on” strong motivator, with excellent leadership skills supported by solid ethics of honesty, integrity, trust, respect, responsibility, fairness, caring, and with a visible, proactive presence with a *first in - last out* leadership style. The GM/COO must set the highest operational quality standards with a specific daily emphasis on consistently enhancing an extraordinary lifestyle experience for Vaquero Club members and their guests.

Reporting to the Board of Directors, the GM/COO is responsible for managing and implementing the Club’s annual fiscal operating budget and long-term business plans. The GM/COO will be responsible for all senior management and club operations in attaining the agreed-upon levels of excellence, consistent with desired financial results. The GM/COO will coordinate and work collaboratively with the Club’s committee chairs to lead and assist with the development of member conduct standards, Club policies, Club rules, procedures, programs, and events. Additionally, the GM/COO is the responsible leader to work with the

Board of Directors in developing a strategic plan, ensuring that the future direction of the Club is sustainable and aligns with the goals of the membership.

The GM/COO will be the visible and present “go-to” leader and “face” of the Club, taking the role of a “Town Mayor” of the Club. The GM/COO is directly responsible for handling and resolving all member correspondence, issues, or complaints within a 24 -48-hour period. The GM/COO must be capable, when necessary, of having a direct, respectful, caring, and thoughtful discussion with members regarding member expectations and conduct. The GM/COO will maintain and deliver a Club culture of “family serving family,” assuring the Vaquero Club is an extension of the member’s home.

The Board of Directors is looking for a long-tenured relationship with the GM/COO to accomplish and deliver the Vaquero mission statement to the membership. In the end, the GM/COO will know they are successful when the Vaquero experience is exciting, fun, world-class, unique, and memorable. A successful GM will drive the culture, the brand, and the strategy that makes Vaquero, not just a good Club but truly an extraordinary Club. It is a once-in-a-lifetime opportunity that the right person will look forward to with enthusiasm and passion for success.

## **ESSENTIAL CORE RESPONSIBILITIES:**

### **The GM/COO –**

- Implements general policies established by the Board of Directors; directs their administration and execution.
- Plans, develops and approves, specific operational policies, programs, procedures, methods, rules, and regulations in concert with general policies approved by the Board of Directors.
- Coordinates the development of the Club’s long-range and annual (business) plans.
- Will establish a culture of constant ongoing training for all staff.
- Will establish metrics for all service deliverables across all departments with and through all department heads.
- Will create and implement systems to monitor the service standards and the success of those standards through a member survey, member satisfaction APP (application), or member comment card program.
- Will have high assertiveness with a strong tendency to take charge of people and situations. Will always lead more than follow.
- Will have high sociability and a tendency to be outgoing, social, people-oriented, and participate with others for team success.
- Will have high manageability and reliability with a strong tendency to follow policies, accept external controls, and work within the rules and procedures.
- Will possess a firm decisiveness by using all available information to make decisions quickly and accurately.
- Will be an outgoing leader, the “go-to leader” at the Club for all operations, complaints, and employee issues.

- Develops, maintains, and administers a sound organizational plan; initiates improvements as necessary; and implements internship and training programs. Also, develops a succession plan for all the top executive positions.
- Will maintain membership with the Club Managers Association (CMAA) of America, National Club Association of America (NCA), and other professional associations, as needed.
- Will attend CMAA, and NCA conferences, workshops, and meetings, to keep abreast of current information and developments in the field.
- Coordinate's development of operating cash reports / reporting and capital budgets according to the applicable budget calendars; monitors monthly budget and other financial statements; takes effective corrective action as required; prepares a monthly forecast for the remaining months of the Fiscal year; approves vouchers before payment; prepares and makes financial reports to the Board of Directors.
- Coordinates and serves as an ex-officio member of appropriate Club committees.
- Welcomes new Club members; "meets and greets" Club members as practical during their visits to the Club.
- Provides advice and recommendations to the President and committees about construction, alterations, maintenance, materials, supplies, equipment, and services not offered in approved plans and budgets.
- Consistently assures that the Club is operated in accordance with all applicable local, state, and federal laws.
- Oversees the care and maintenance of all the Club's physical assets and facilities while maintaining all amenities, in the highest quality and condition, at all times.
- Coordinates the marketing and membership relations programs to promote the Club's services and facilities to potential and present members.
- Ensures the highest standards for food, beverage, sports, recreation, entertainment, and other Club services.
- Establishes and monitors compliance with purchasing policies and procedures; reviews and approves purchasing procedures and requirements.
- Reviews and initiates programs to provide members with a variety of popular events.
- Manages cash flow and establishes controls to safeguard funds.
- Works with subordinate department heads to schedule, supervise and direct the work of all club employees; confers with them about personnel-related matters including compensation, job changes, performance evaluation, etc.
- Attends meetings of the Club's Board of Directors and Board Committee's.
- Participates in selected community activities to enhance the prestige of the Club; broadens the scope of the Club's operation by fulfilling the public obligations of the Club as a participating member of the community.
- Reports all member infractions to the Board of Directors / or Member Standards Committee for necessary action.
- Appropriately manages all aspects of the Club's activities to ensure and maintain the quality of products and services provided by the Club.
- Serves as liaison between all management staff and Board.
- Coordinates inter-and intra-committee activities.
- Writes policy and rule directives for Board approval and approves those written by department heads that support the Club's approved policies.

- Has ultimate authority over inter-departmental matters and implements policies concerning employee-employer relations.
- Develops, maintains, and disseminates a basic management philosophy to guide all Club personnel toward optimal operating results, employee morale, and member satisfaction.
- Prepares reports and other support material for committee and Board use.
- Negotiates and recommends Board approval for contracts.
- Provides for and manages the use of the equipment, space, and materials.
- Establishes and approves workloads, work methods, and performance standards.
- Maintains relations with police, fire, and other community and governmental agencies.
- Directs purchase, receiving, storage, issuing, preparation, and control of all products, supplies, and equipment.
- Ensures proper cleanliness and sanitation of all club facilities and environments.
- Performs competitive analyses on clubs and other businesses, providing member alternatives through personal observations and historical reports.
- Handles emergencies such as fires, accidents, and breaches of security or house rules promptly and in person.
- Emphasizes the health and safety of members and employees through training, inspection, and preventive enforcement.
- Convenes and presides over meetings with departmental managers; conducts all-facility personnel meetings.
- Must command respect by reputation or personality, has the gravitas and on-site presence (all experience and reputation has come from being at similar quality of Clubs and Resorts). Also, will have a strong and easy-to-understand communication style and are fun to be around.
- Must be able to organize and lead a Club leadership team that can deliver the Vaquero Band and quality every day.
- Gives direction to and works closely with vendors, outside contractors, firms, and individuals providing services to the Club.
- Directs the writing and publishing of the club communications.
- Performs other duties as directed by the President or Board of Directors.

### **Special Requirements:**

- Ability to keep all information confidential
- Must possess an outgoing and enthusiastic personality
- Must maintain the highest standard in honesty and integrity at all times.
- Must be courteous and discreet at all times
- Must treat others with kindness and respect
- Ability to effectively communicate professionally to members, guests, vendors, and staff.
- Excellent supervisory skills
- Excellent Financial acumen
- Oversee the execution of all necessary and relevant enhancements to procedures and operational strategies.

- Provide a positive, upbeat image for the Club by ensuring that members enjoy high-touch service, a quality product, and an exciting calendar of events.
- Continually keep the Club fresh, current, and innovative with programming, events, menus / culinary, service, and Club traditions.
- Continually increase member engagement, member participation, food and beverage, and retail sales.
- Assure that properly implemented departmental benchmarks and reports are in place.
- Ensure that compliance is constantly maintained with Club operating standards, policies, and procedures.
- Will be a thoughtful and active listener as part of a developed communication skill.
- Consistently and daily inspects what is expected and assigned. Must be proactive to execute a plan to improve, add, eliminate, and resolve issues or variances. Must be internally “action-oriented,” “diligent,” “present and aware,” “creative,” and “proactive.”

### **EDUCATION, EXPERIENCE, AND ADDITIONAL QUALIFICATIONS**

- A minimum of 7 - 10 years of progressive leadership/top-level, general management experience in a “Platinum” or “Distinguished” high quality private member-owned Club, with multi-dimensional operations, or leading a 5 star or diamond Resort/Hospitality operations outside of the Club industry in a similar dynamic, quality and relevant operation. The Club will consider well-mentored “Rising Stars” / AGMs, but only from similarly large scale, high quality recognized Clubs.
- A BS or BA degree (or equivalent) from an accredited college or university, preferably in hospitality management.
- A CCM and CCE designation or similar accreditation outside of the Club industry is desirable.
- Requires management and leadership skills necessary for success (as demonstrated and verified record of previous success in multiple Clubs or Resorts).
- Requires a high degree of culinary, golf operations, agronomy, new remodel and construction, executive COO ability, especially in problem-solving, creating, and decision making.
- Must have the ability to be a “master communicator” to communicate with excellent oral and written skills.
- Must possess a working proficiency of computer skills and knowledge on all Vaquero Club Software – MS - Exchange, Word, Excel, PowerPoint, Recipe and Cost Control software, and POS / Club Software Programs (Vaquero Club uses Jonas POS / Club software).
- Excellent human relations skills, with a talent for motivating staff and members
- Must be able to lead and implement a revised employee CORE value and mission statement and S.M.A.R.T review system.
- Ability to function under pressure, set priorities, and adjust to changing conditions.
- Has a demonstrated high work ethic, patience, coach training leadership style, with a sense of responsibility for the GM/COO leadership position (as defined by the CMAA GM/COO leadership model).

- Applicant must possess a passion for providing high-quality member service and a commitment to exceeding expectations by setting operational standards, benchmarks, and daily inspection of all services.

## SALARY AND BENEFITS

- This is a full-time salaried position with a complete benefits package.
- Performance bonus
- Paid time off
- Health, Dental, and Vision Insurance per Vaquero Employee Benefits Package.
- Health Savings Account
- Long-term and short-term disability
- 401k plan
- Salary will be commensurate with qualifications and experience

Individuals who meet or exceed the established criteria detailed in this position profile and posting are encouraged to send both a cover letter and resume.

**Note:** The preferred method of contact is email. Please send your cover letter and resume in PDF format, attached via email with the subject line: General Manager / COO, Vaquero Club, Westlake, Texas.

If sending via regular mail, please mark – General Manager/ COO, Vaquero Club, Westlake, Texas – on the outside of your envelope. Thank you.

## CONTACT INFORMATION, WHERE TO SEND ALL DOCUMENTS

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