

Candidate Profile

General Manager
Coldstream Country Club
Cincinnati, OH | www.coldstreamcc.com



Organization

Coldstream Country Club is one of Cincinnati's premier private clubs situated on 190 idyllic acres in the Cincinnati countryside featuring an elite championship 18-hole golf course. While its original and primary focus continues to be on its great golf experience, the supporting amenities and programs are ones to celebrate as well. The unique clubhouse features casual to formal dining, banquet spaces and a large terrace overlooking the beautiful golf course. Members and their families enjoy a new pool complex that includes a playground and basketball court, as well as four tennis courts (three Har-Tru and one Hard Court) and two new paddle tennis courts. The club has also recently added a practice facility for the golf course and an indoor golf training center. Coldstream's outstanding amenities enhance the lives of members who enjoy an active lifestyle, while relaxing and gathering with family and friends to make lasting memories.

The Mission adopted by the Club's Leaders is its guiding force today:

"The goal of Coldstream Country Club is satisfied members, families and guests via an outstanding golf facility and other excellent recreational facilities and services. In fulfilling this vision, the leadership will always act in a fiscally responsible manner, reflecting the membership's desire for services and willingness to support those services."

The club has gross operating revenues of about \$4M which includes just over \$1M in food & beverage revenue. Currently there are 323 members in various categories with an average age of 59. 2018 golf rounds were 13,858 and staffing levels are approximately 160 during peak season. Directors serve on a 12-person Board and typically serve 2-3-year terms. The club has an active and supportive group of volunteer committees including: Membership, Green, Golf, House, Pool/Tennis, and Finance. The General Manager serves as ex-officio to all committees and provides informed and thoughtful guidance and recommendations, as well as sincere and committed leadership in all areas.

Position Overview

The General Manager will report to the club's President and the Board of Directors and will be responsible for the organization's day-to-day operations and long-range growth and stability of the organization. The incumbent will direct and oversee the day-to-day operations of the club, monitoring the quality of its staff, services and amenities to ensure member satisfaction. The incumbent fulfills the role of the General Manager exercising all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He/she 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 GM will have unwavering adherence to the very highest standards of ethics, businesslike practices and the pursuit of service excellence.

Direct reports include: Director of Golf, Golf Course Superintendent, Executive Chef, Clubhouse Manager, Pool Manager, Tennis Director, and Accounting staff. This role requires an instinctive, sincerely engaged and highly visible, very hands on leader.

Specifically, the General Manager will:

- 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.
- 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 first-class country club dining experience.

- Oversee the activities, goals and long-term objectives of the Golf Course Superintendent to ensure the courses are maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability and maintenance of the course.
- Manage the Golf Pro to direct his staff to provide a top-notch country club experience for members-a well-managed, financially sound and appropriately stocked Pro Shop, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- Manage the Tennis/Aquatics department to provide a private country club experience for members - a courteous and efficient staff, immaculately well-maintained courts and tennis/pool, and a well-managed, financially sound and appropriately stocked Pro Shop.
- Enhance the Club's relationship, communications and responsive to current members, and to effectively reach out to prospective members. Partner with Membership Director to attract new members.
- Set and manage 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 raising costs, holding departmental heads accountable for the income and costs relative to their departmental goals and objective.
- Set and manage a Capital Budget that appropriately prepares the Club for needed replacements, renovations and repairs, ensuring that the Club assets, facilities and equipment are always maintained in prime condition.
- Be technologically proficient, helping the Club to further advance its communications with - and its continuous feedback from - members.
- Bring industry standards and understanding of best practices for Board members and staff.

Responsibilities

Member Responsiveness

- Be a confident and diplomatic spokesperson for the Club, fostering a climate of hospitality for all members and guests. Be visible, approachable and available to both members and staff, engaged in all aspects of the Club.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and for staff with a goal of enhancing operational efficiency, security and member service.
- Interact with members daily, actively soliciting member opinions and input on the club's facilities and services to promote the club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.
- Be knowledgeable of methods of gaining Member feedback (survey, comment card) techniques to focus the Club on continuous improvement of services.
- Be the club's industry leader bringing recommendations of industry leading standards to the Board of Directors and Department Heads on a regular, on-going basis. Participates in local & national industry groups such as CMAA.

Financial Management and Controls

- Develop the club's annual operating and capital budgets, in coordination with the Finance Chair, the Controller and all Department Heads.
- Operate the club within the boundaries of approved budgets. Use accounting system executive dashboard to help guide decision.
- Monitor the monthly financial performance of each department to ensure that 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. Report monthly results to the Board.
- Establish and monitor Club compliance with all purchasing policies and procedures.

Staff Administration

- Emphasize a "member first" culture that encourages member patronage and maximizes the use of the club's facilities.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles.
- Mentor, train and develop key staff to perform at the highest level possible.

- Ensure that strategic goals and operating objectives-developed in conjunction with the Board-are defined, communicated, understood by staff, implemented and 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.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.

Operations

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" Club.
- Ensure that the club operates in accordance with applicable local, state and federal laws.

Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into operations.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and to retain existing members.
- Develop and administer an evolving business marketing plan in conjunction with the Membership Committee to help retain and grow the membership.
- Be the primary communicator of information at the club and provide both verbal and written skills of exceptional quality.

Requirements

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.

He/She will also have a track record of effective relationship and partnering skills with the club's Board of Directors.

- A minimum of seven years as a General Manager or Assistant General Manager in a comparable club is preferred. Candidates will have a working knowledge of all facets of private club operations with strong emphasis on:
 - Staff leadership, development, and team building
 - Financial management
 - Food and beverage management
 - Vision and strategic planning
 - Member service, retention, and growth
- The ability to attract, build, train, mentor and lead a talented and cohesive staff to effectively manage a diverse staff of accomplished and dedicated professionals. Food and beverage training and service skills are critical with the ability to realize tangible results.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred.
- Experiences at a member-owned club preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.

Competitive Compensation & Benefits

- A base salary and performance bonus potential
- Professional dues and education expenses with the emphasis on continuing education
- 401k and Long-Term Disability
- Standard club executive benefits to include health, dental, vision, and life insurance
- Relocation assistance

Professionals who meet or exceed the established criteria are encouraged to contact:
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