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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: LA CUMBRE COUNTRY CLUB SANTA BARBARA, CA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT LA CUMBRE COUNTRY CLUB

The GM/COO role at La Cumbre Country Club (LCCC) is an opportunity to join and lead a Club undertaking a major capital reimagining of its campus, which coincides with a desire of the Board and membership to significantly upgrade service levels of the Club to a "Platinum[®]" type level status, essentially ensuring the Club is viewed as "the jewel of Santa Barbara!" Projects will include a renovation of outdoor dining facilities, tennis courts, much of the clubhouse and a golf course restoration. Being a leader in the 'reset' of LCCC to include elevation of the member and staff experience, culture development and having a natural and intuitive front-facing, approachable and collaborative style is a critical success factor.

Located in one of the most beautiful areas of a beautiful state, the opportunity at La Cumbre is expected to be a 'destination' role for a top leader who is naturally energized and inspirational in his/her style, and for someone looking to make a positive impact! The quality of living in the greater Santa Barbara area is amongst the best, if not the best in the state, with exceptional schools, year-round 'chamber of commerce' weather, a wide array of outdoor living activities and overall quality of life outside of work.

[Click here to view a brief video about this tremendous opportunity.](#)

ABOUT LA CUMBRE COUNTRY CLUB AND COMMUNITY

The earliest Spanish settlers recognized the unique natural beauty of the rolling terrain on the inland borders of the famous Hope Ranch property in Santa Barbara. They named the spot La Cumbre, or "high place, summit, peak" and that is the land that embraces La Cumbre Country Club whose story dates back to 1908. Rich in tradition, La Cumbre sits just two hours north of Los Angeles on the spectacular Santa Barbara coastline.

The original members had a vision and this dedicated group hired George Thomas and William Bell, two legendary architects, to fashion a private country club with a classically designed challenging 18-holes of golf. The course has a sense of timelessness and tranquility, with its serene, private setting. Additional attributes include six tennis courts and a fitness center that offers daily classes including yoga, tai chi, strength, and balance led by trained professionals.

The classic Spanish Colonial Revival clubhouse will undergo renovations soon to restore it to its original beauty and it houses social activities ranging from casual card games and outdoor summer BBQs to themed parties and events. The club offers lunch, dinner, and numerous special events and members enjoy indoor-outdoor dining with picturesque views of both mountains and centuries-old oak trees overlooking the historic golf course. The tennis program is robust with over 100 members participating in club league play, as well as a growing junior program.

LA CUMBRE COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately 825 Members in a variety of categories.
- Initiation fee floats but the minimum is \$210,000.
- Dues – Full Member: \$12,600 annually
- The Club has a food annual minimum charge of \$900.
- The annual gross volume is approximately \$13.6M for current fiscal year
- The annual dues volume is approximately \$7.14M
- 18 holes of golf support approximately 30,000 rounds of golf annually (up since pre-COVID days)
- Food and beverage volume is approximately \$4.0M, with approximately 90% from ala carte dining.
- The Club is a 501 (C)(7) organization.
- The average age of members is approximately 64 years.

- There are 9 Board Members, each serving three-year terms, as well as Finance, House, Golf, Green, Social, Pool /Tennis/Fitness, Membership and Long-Range Planning committees
- The Club uses the NorthStar system for POS and accounting operations.
- There are approximately 70 year-round employees with another 60+ supplementing seasonally.

LA CUMBRE COUNTRY CLUB WEB SITE: www.lacumbrecc.org

GENERAL MANAGER/CHIEF OPERATING OFFICER - POSITION OVERVIEW

The new leader of La Cumbre Country Club should maintain constant focus on the Club's commitment to instilling a culture of "continuous improvement and elevation of the member experience in every area of the operation." An understanding of and an appreciation for the nuances and training involved in creating and sustaining this type of environment and culture is an especially important aspect of the position.

Members of LCCC use the Club to retreat from their busy lives. The camaraderie and engaging nature that is seen throughout the operation must be exemplified by the new GM/COO in a natural and intuitively engaging style. *Connecting with members and staff from day one is a top priority and is expected to be done by being "present", approachable and highly interactive with both members and staff.* The new GM/COO should be an inspiration to everyone he/she encounters. The overall focus of the new GM/COO, and the focus instilled in his/her team, is on the overall member experience and with collaboration with volunteers and senior leaders, devising plans to continually elevate it throughout the entire operation.

The GM/COO will function in a CEO-like fashion, working very closely with the President, Board of Directors of the Club, and leading a mixed group of both new and tenured senior staff members. The GM/COO will be looked upon as the face of La Cumbre Country Club and, in partnership with senior staff and key volunteers, is a primary "visionary" to ensure that La Cumbre consistently executes at an exceptionally high level of personalized service. This "lead by example" GM/COO will be coming into a role and a club that needs to further plan for its strategic position and choices and is looking to enhance and elevate the overall membership and staff experience and be an "employer of choice" within a highly competitive hospitality community. Additionally, the Board is highly desirous of moving the Club to a professionally run, somewhat corporate-like leadership model and needs a leader who has and is able to make this goal a reality. Certainly, the key to this success is putting members first, but recognizing that his/her foundation of providing staff support, mentorship, clear direction, "walking the talk" and "being present" in his/her natural and engaging style will be imperative.

The ability to manage expectations at a high level is critically important, but a fair amount of that is accomplished simply by being present and approachable, and by having the necessary "gravitas" to be viewed with confidence by all constituencies, both internally and within the local external community.

"Paying attention to the details" of maintenance, SOPs, overall member experience, staff culture and other key areas of success is essential. Possessing a high level of financial acuity including analytic skills with the ability to articulate the ROI strategies, opinions, and recommendations in an appropriate manner is equally important.

Key attributes, characteristics, experiences, and style of the successful new leader include:

- A mind for innovation and action, and keeping operations relevant, energized and active, primarily done through a natural passion for the role and La Cumbre Country Club, as demonstrated in prior roles.
- Being a naturally positive, energized, approachable aspirational leader who understands the dynamics of a family-oriented club, and who can and has effectively led diverse age demographics to harmonious and supportive enjoyment of their club by helping volunteer leaders and members, in general, recognize and anticipate industry and societal trends that will allow a continued pipeline of prospective members.
- Focus on elevating and sustaining a highly regarded F & B program that causes the members to view La Cumbre as a default choice of where they most enjoy spending their time and support of this area of operations.
- Having experience and skills in creating and implementing strategic plans; anticipating how the Club continues to evolve is important, as is being actively networked in the industry to the point of being at the forefront of trends in clubs, communities, real estate, and economic cycles. Active involvement in CMAA, PGA or similar organizations where he/she has a strong network of peers and can stay actively abreast of the industry, trends, and opportunities for La Cumbre to stay relevant and proactive for its members and staff.

- Possessing a deep knowledge of active club operations, with especially strong financial acuity, setting of and execution of SOPs, strong F & B performance skills, and a high level of appreciation of quality golf and course conditions, racquets and fitness operations, as well as other recreational amenities and innovative programming. Recognizing and truly understanding quality assets - both physical plant and staff- is a necessary quality for success and support in this environment.
- Actively participating and “thought partnering” with the Board, Committees, and contributors to La Cumbre’s success. Ultimately, the goal is to allow members to enjoy their time and volunteer contributions, and not need to be actively involved in operating decisions but rather be policymakers and strategic partners.
- Being naturally outgoing, approachable, “present,” and possessive of exceptional communication skills, both verbally and in written form is critical for this primary communicator of information roles at La Cumbre.
- Possessive of a strong record of selecting and developing talent in club senior leadership roles.
- Financially astute and able to effectively guide a \$13.6M+ operation that will likely elevate substantially in usage and revenues post-renovation.
- A track record of results in governance/leadership partnership with active Member Boards, helping to establish annual organizational goals that cascade down to committees, staff and others as appropriate.

INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

With the expectation that the new GM/COO will commence his/her role in Spring/Summer 2023, the following priorities have been identified as recommended primary focus:

- The club is undergoing a major campus improvement program. There are currently 4 projects that will occur over the next 5 years. A \$15.0M assessment is being billed to fund the projects in January. The projects include a renovation of the outdoor dining facilities, tennis court upgrades, clubhouse renovations and a golf course upgrade. In addition, the club is segregating all transfer and initiation fees for the foreseeable future which will add an additional \$15.0M for these projects for a total of \$30.0M.
- Meet and sincerely interact with and engage as many members as possible, “*be present!*” Build trust whenever and wherever possible, schedule interactive times and follow up on details.
- Listen, observe, meet, and learn the membership and staff before making any significant changes. La Cumbre Country Club is looking to move beyond the status quo; having the emotional intelligence (EQ) to watch, absorb and evaluate before making significant changes must be a natural and intuitive trait.
- Work in clear “partnership” with the Board while keeping them actively abreast of results. Getting to know each of them personally and all other contributing volunteers to La Cumbre’s success early in the position is a critical success factor.
- Spend time with the team, especially senior staff in all areas of operations, getting to know them, evaluating their abilities and aspirations, and ensuring that they and their respective teams have clear expectations and accountabilities in place. Senior leaders are looking for a mentor leader to provide them with clarity of expectations, focus and direction, and take ownership in elevating their careers.
- Create and install a Performance Management System for the team that supports the above objective and clearly conveys and memorializes standards, expectations, priorities, goals and objectives, SOPs and overall ‘measurables’ for success. “Team Goals” are a priority.
- Develop a report to provide the Board with a thoughtful “State of the Club” analysis following ninety (90) days of overview and insight. This document will be part of the ‘roadmap’ to success, staff, plan, budget and other tactics and strategies for short and longer-term goals and should clearly spell out recommendations and opportunities to ensure the continued elevation of an already highly functioning member experience. This review needs to include an overall assessment of the Club’s current organizational chart and provides recommendations relative to the best use of the current team and any changes/additions to improve experience and execution.

CANDIDATE QUALIFICATIONS

- A minimum of 7 - 10 years of verifiable, progressive leadership and management experience in an active, family-centric club or well-regarded, service-focused, iconic hospitality environments where relationships are well-developed.
- Preferably in a GM/COO, COO or Executive Director role in a private member-owned country club with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar quality environment, with demonstrated understanding of volunteer boards and committees.
- True ‘rising stars’ from the club industry who have been verifiably well-mentored, larger clubs will also be considered.
- Verifiable success in the key attributes noted above.

- A demonstrable record of personal success, an unimpeachable reputation, a hunger for continuous improvement, and naturally articulate, energized and viewed as possessing an instinctive “gravitas” or charisma reflective of being the positive face of the Club.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor’s Degree from a four-year university or college is desired, preferably in Hospitality Management or Business Management.
- From the club industry, Certified Club Manager (CCM) designation or PGA General Manager certification is desirable but not required.

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff benefits, offers an excellent bonus and benefits package.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter, in that order, using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Mike Nicolais, Search Chairman and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career and why La Cumbre Country Club and the Santa Barbara, CA area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than Thursday, March 30th, 2023. Candidate selections will occur in early April with first Interviews expected mid-April and second interviews a short time later. The new candidate should assume his/her role as soon as reasonable notice is given to a current employer following selection.

IMPORTANT: Save and send your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – La Cumbre”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle: patty@kkandw.com

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