

# KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: MENLO COUNTRY CLUB WOODSIDE, CA**

### **THE GENERAL MANAGER/COO OPPORTUNITY AT MENLO COUNTRY CLUB**

The General Manager at Menlo Country Club serves as Chief Operating Officer of the Club (GM/COO), managing all aspects of Club operations including its activities and the relationships between the Club and its Board of Directors, members, guests, employees, community, government and industry. The GM/COO acts according to the highest standards of personal and business ethics in coordinating and administering the Club's policies as defined by its Board of Directors, developing operating policies and procedures, directing the work of all department managers, and securing and protecting all Club assets including facilities and equipment. The GM/COO implements and monitors the budget, ensures the quality of the Club's services, and leads his/her team in providing maximum member and guest satisfaction.

The membership at Menlo Country Club just approved a \$40M project to build a new clubhouse and fitness facility. The project is anticipated to break ground in September 2019.

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

### **ABOUT MENLO COUNTRY CLUB AND COMMUNITY**

Menlo Country Club (MCC) was established in 1904 and is one of the premier clubs on San Francisco's Peninsula, located in Woodside, CA. MCC is 25 miles south of San Francisco and proximate to Silicon Valley. Woodside enjoys a coastal climate with mild temperatures and plentiful sunshine.

MCC is a member-owned, full-service country club governed by a seven-member Board of Directors and operates under the General Manager/Chief Operating Officer concept. Club amenities include a historic clubhouse overlooking the 18-hole golf course, four tennis courts, a swimming pool, and six guest cottages.

### **MISSION STATEMENT**

Menlo Country Club is a premier golf and country club providing golf, swimming, tennis, dining and social activities for its members, their families and guests.

### **VISION STATEMENT**

...to be recognized as an outstanding family-centric club, honoring our rich history and traditions while promoting a sense of community, camaraderie and enjoyment among members and their families. The Club is recognized for excellent service, dining and social and recreational activities, highlighted by our highly regarded golfing experience and course.

### **MENLO COUNTRY CLUB BY THE NUMBERS**

- 414 Members in all categories
- Initiation Fee – Full Member: \$220,000
- Annual Dues – Full Member: \$16,200
- 23,000 rounds of golf annually
- Gross dollar volume is approximately \$11.3M with an operating budget of approximately \$6.5M

- 60 Full time employees, 20 Seasonal employees
- Food and beverage volume is \$1.7M, with approximately 50% from ala carte dining
- The average age of members is 60
- The Club has an annual minimum charge of \$2,000
- There are 7 Board Members, each serving three-year terms, as well as Finance, Social, House, Golf and Greens, Tournament, Buildings and Grounds, Membership, Water, Tennis, and Swim and Dive
- The Club uses the Jonas system for POS and accounting operations

**MENLO COUNTRY CLUB WEB SITE:** [www.menlocc.com](http://www.menlocc.com)

## **GENERAL MANAGER/COO - POSITION OVERVIEW**

The General Manager serves as Chief Operating Officer of the Club (GM/COO), managing all aspects of Club operations including its activities and the relationships between the Club and its Board of Directors, members, guests, employees, community, government and industry. The GM/COO acts according to the highest standards of personal and business ethics in coordinating and administering the Club's policies as defined by its Board of Directors, developing operating policies and procedures, directing the work of all department managers, and securing and protecting all Club assets including facilities and equipment. The GM/COO implements and monitors the budget, ensures the quality of the Club's services, and leads his/her team in providing maximum member and guest satisfaction.

The GM/COO will attract, develop, lead, appropriately supervise and motivate a top-quality staff. He/she is responsible for the proper interpretation and fulfillment of Club policies and procedures.

### **Direct Reports**

- Aquatics Director
- Assistant General Manager (Club House Manager)
- Controller
- Executive Chef
- Golf Course Superintendent
- Golf Professional (Director of Golf)
- Tennis Professional

## **CANDIDATE QUALIFICATIONS**

A minimum of 5-7 years of progressive leadership/management experience in an active family oriented, private member-owned club environment is required.

Candidates must have a career track that demonstrates a record of tenure and commitment to previous employers, and that career moves were for enhancement of skills and experiences as opposed to 'unplanned' career changes. The Club desires candidates that appreciate stability and long-term commitment.

The desire is for strong general management skills with verifiable strengths in team development and the ability to consistently define and achieve goals and accountabilities for key managers and employees. Desired strengths in strategic planning, financial performance, membership recruitment and retention, diverse recreational amenity management (golf, tennis, fitness, aquatics, family activities are especially desirable), quality food and beverage programming, exceptional member/guest service programming, project management, and experience with significant capital projects are very important.

The ideal candidate will be a dedicated team leader and will provide leadership and guidance to the department heads and employees. The new GM/COO must be able to demonstrate leadership skills in employee motivation, mentoring and service training.

#### Additional Qualifications:

- The Ideal candidate will be a proven leader and manager within a similar work environment where he/she has managed a staff of at least 80, including a range of multi-functional departments, i.e., golf operations, food and beverage, course maintenance, tennis operations, and swimming facilities. He/she must have demonstrated superior communication, direction-setting, personnel management and development skills to ensure smooth day-to-day operations and outstanding member-service.
- The General Manager/COO will be deeply knowledgeable of the development, tracking and meeting of capital and operating budgets in revenue enterprises with similar degrees of complexity in terms of budget scope, detail and accuracy. He/she will have demonstrated success in managing finances of the overall operations to remain within budget, while also ensuring overall levels of satisfaction in terms of service.
- Dignity, confidence and soundness of judgment and the ability to achieve and maintain credibility and trust with the Board, Committees, members and staff are important attributes.
- Experience in traditional, distinguished, well established club cultures will be viewed positively.
- Driven by a sense of service leading to a high level of member satisfaction.
- Pleasant, professional and personable demeanor exhibiting an outgoing, genuine and friendly personality that relates well with others. Possess a degree of humility enabling him/her to keep the interests of the club and its members first.
- Unquestioned integrity and trustworthiness in all personal and professional aspects of conduct.
- An organizationally focused individual who recognizes that details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience. Keen understanding of quality in all aspects of the club and club operations (F & B, and recreational amenities, maintenance, programming, etc.), as well as demonstrable success in leading clubs to continued relevancy and successfully managing evolving membership demographics.
- Strategic planning skills and experience overseeing capital projects is highly desired.
- Displays poise and communication skills (active listening and presenting)
- A demonstrable record of personal success, unimpeachable reputation, a hunger for “being the best,” recognizable and naturally articulate, because of experience and success, in communicating how and why results were achieved.
- The successful candidate will be active and well respected in his or her local and national CMAA organization.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A Degree is highly desirable, preferably in Hospitality Management or Business. In lieu of the degree, substantial private club or hospitality experience will be considered.

Credentials from the hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.

#### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers an excellent bonus and benefit package. Importantly, as a key part of the compensation package, this position includes housing and utilities in a three-bedroom two-bathroom 1,860 square foot Manager’s house, located on an acre lot adjacent to the Club grounds. The house also includes a swimming pool and is within walking distance to Woodside High School and a five-minute drive from Woodside Elementary.

The home’s proximity to the 280 freeway provides direct access north to San Francisco, south to San Jose and further on to Santa Cruz and other beach communities.

## 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.

***Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary.*** Your letter should be **addressed to Andy Fisher, President and the Menlo Country Club Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why Menlo Country Club and the Woodside, CA area will be beneficial to you, your family, your career, and the Club if selected.

***Expressions of interest in this manner should be conveyed to our Firm no later than August 30, 2019. Candidate selections will occur in September and first interviews are expected to occur in mid-September, final selections will likely be made in late September with the successfully selected candidate starting in October.***

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

“Last Name, First Name Resume” &

“Last Name, First Name Cover Letter”

(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 Holly Weiss: [holly@kkandw.com](mailto:holly@kkandw.com)

### **Search Executives:**

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