



EXECUTIVE SEARCH

EXECUTIVE SEARCH SERVICES FOR THE PRIVATE CLUB AND HOSPITALITY INDUSTRY

Candidate Profile



General Manager/COO
Transit Valley Country Club
Amherst, NY (Greater Buffalo)

Organization

Transit Valley Country Club is located in Amherst, New York, a beautiful suburb of Buffalo. Established in 1921 and soon to celebrate its 100th anniversary, Transit Valley is a well-respected, full-service club with a long and storied golf tradition. Designed by George Langlands, a protégé of Donald Ross, the course has been lovingly restored over the years to maintain the tradition of courses built in the “Golden Age of Course Design.” Transit Valley is known today as the premier family-oriented club in Western New York, and is proud to have distinguished itself among other classic courses as a jewel of the region.

Transit Valley’s elegant clubhouse, originally completed in 1926, enjoys a spectacular view over the golf course, pool complex and six har-tru tennis courts. Well-appointed and well-maintained, the clubhouse provides the membership with traditional club formal and casual dining, supported by a loyal, tenured culinary and service team.

All club departments provide exceptional member experiences, managed by experienced professionals who are respected and appreciated by the membership. Transit Valley is clearly the home away from home for both generational members and members new to the club’s family.

The club’s revenue is comparable to other fine clubs in the western New York market, and will be shared with candidates later in the process.

Position Description

Transit Valley Country Club is seeking a General Manager/COO, a proven leader who will guide the club, with an immediate focus on club-wide operations that result in improved member services. The General Manager/COO will direct and oversee the day-to-day operation of the club, monitoring the delivery of services and amenities to ensure member satisfaction. The General Manager/COO will exercise all duties customarily associated with the position, including implementing sound fiscal policy, disciplined budgeting and effective staff management.

The General Manager/COO will assess club operations and practices to ensure that programming is relevant, engages the membership and enhances the member experience, and also supports membership development. The General Manager/COO will identify and execute industry best practices while leading and uniting an established team of department managers. He or she must

be a polished, visible leader, accessible to both the membership and staff, with the ability to tend to his or her duties while upholding the vision of the board of governors and expectations of the membership.

The General Manager/COO will partner with the board and committee chairs in developing new policies and programs. The General Manager/COO will direct and hold accountable all department managers to mutually agreed goals consistent with the club's operating plan and vision. The General Manager/COO is expected to provide meaningful input and perspective to the board and the senior management team regarding key issues to complement the club's long-term stability and growth. The General Manager/COO will also be proficient in reviewing and interpreting financial results, and will have proven competency in club business administrative functions.

The General Manager/COO will have unwavering adherence to the very highest standards of ethics, best club business practices and the pursuit of service excellence.

Specifically, the General Manager/COO will:

- Possess the ability to inspire the senior management team to perform to the full scope of their professional positions, and to set clear goals and expectations with an eye toward continuous improvement.
- Create and maintain a desirable work environment in which management and staff are qualified, trained and motivated to provide the highest quality service, and where positive behaviors are reinforced and rewarded.
- Ensure the food and beverage management team is well-equipped to deliver high-quality offerings that are priced appropriately to meet budgets.
- Assure the highest service standards through training, coaching and continuous feedback to staff— all with the goal of providing members and their guests a superior dining experience.
- Oversee the activities, goals, and long-term objectives of the golf course superintendent to ensure the course is meticulously maintained, with capital resources appropriately designated to provide for long-term sustainability, playability and maintenance.
- Oversee the head golf professional to ensure a world-class golf 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 and collaborate with the CFO to further enhance the club's financial position in maintaining current cash and investment policies.
- Prepare, execute, and manage the capital and operational budget with transparency while working with the established goals set by the treasurer and approved by the board.

- Continuously monitor and scrutinize, with the collaboration of the CFO, 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 goals and objectives.
- Develop club swimming programs that will attract and engage all club demographics while maintaining safety.
- Be technologically proficient, helping the club to further advance its member communication program and ensure the proper distribution of club messaging. Employ the newest technology and data development in club operations.

Areas of Responsibility

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. Be engaged in all aspects of the club.
- Interact with members on a daily basis, actively soliciting their opinions and input on the club's facilities and services. Be knowledgeable of methods of gaining member feedback techniques to focus the club on continuous improvement of services. Respond to member feedback in a timely fashion and report significant issues to the club president.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and for staff in order to enhance operational efficiency, security and member service.

Financial Management and Controls

- Develop the club's annual operating and capital budgets in coordination with the finance committee, the CFO and all department heads.
- Operate the club within the boundaries of approved budgets.
- 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 are identified. Hold department heads accountable for meeting their annual budgets. Report a monthly analysis to the board.
- Establish and monitor the club's departmental compliance with all purchasing policies and procedures.

Staff Administration

- Emphasize a “member first” culture that encourages member engagement and maximizes the use of the club’s facilities for all demographics.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, vendors 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 executive committee— 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 staff, with active input from direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.
- Properly staff and maintain all club departments to facilitate the day-to-day operation of the club consistent with the highest standards found at top clubs countrywide.
- Ensure that the club operates (exceeds standards) in accordance with applicable local, state and federal laws.

Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into Transit Valley Country Club operations.
- Ensure club programming and facility planning remain relevant, thus maintaining the highest levels of member engagement.
- Perpetuate the long-standing club traditions, held dearly since 1921, for current and next generations to enjoy.
- With the board and membership committee, develop and execute an entrepreneurial annual marketing plan designed to strengthen the roster.

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 leading club operations.

The ideal candidate will have a minimum of five years' experience as a general manager, or seven years of career progression as an assistant general manager in a Platinum level club. Candidates will have proven expertise and knowledge of all facets of private club operations, with strong emphasis on:

- Staff leadership, development, communication, team building and HR administration.
- Financial management.
- Food and beverage management, wine programs and current culinary trends
- Turf management.
- Golf, tennis and pool operations.
- Family-focused activities, traditional and non-traditional club events.
- Vision and strategic planning, proven partnership with the board.
- Development of a strong member service culture executable by all employees.
- Effective membership retention and proven new member growth programs.
- 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 to the ability to realize tangible results.
- A hospitality, business management or related degree preferred.
- CCM designation preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.

Competitive Compensation and Benefits

- Base salary and performance bonus potential.
- Professional dues and education expenses, with emphasis on continuing education.
- Standard club executive benefits to include health, dental, vision and life insurance.
- Relocation assistance.

Professionals who meet or exceed these criteria are encouraged to contact:

Lead Principal:

Daniel J. Farrell, CCM

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