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## **GENERAL MANAGER PROFILE: THE VILLAGE CLUB OF SANDS POINT (VCSP) SANDS POINT, NY**

### **THE GENERAL MANAGER (GM) OPPORTUNITY AT THE VILLAGE CLUB OF SANDS POINT**

An outstanding opportunity exists for candidates with clear entrepreneurial skills, outstanding communication and team building skills and those who truly understand member engagement, changing club demographics and the “new” order of clubs in today’s market. The Village Club of Sands Point is owned by the Village of Sands Point, one of the leading communities in the country. This position provides a unique opportunity in the industry to be involved in and lead operations with a wide array of excellent and evolving recreational amenities, progressing services and programs, leading service industry teams and interfacing with volunteer leaders in the community.

While many key and traditional club leadership attributes are highly desirable, having a clear and verifiable record of success in change management, consistent success in improving operations and member experiences, growing membership through innovative and effective marketing, enhanced food and beverage operations and doing so in a financially prudent manner are all critical. For those candidates who are instinctually able to diplomatically and effectively interact and engage members and staff to develop strong and supportive relationships, drive engagement and member and staff satisfaction as well as represent the VCSP as its “face” and “hospitality ambassador,” this opportunity is an outstanding one.

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

### **THE VILLAGE CLUB OF SANDS POINT**

*“The Village Club of Sands Point is committed to providing its members and their families with a high-quality country club experience that provides enrichment to the resident and non-resident members.”*

The Village of Sands Point, New York, was incorporated in 1910 and is a short 45-minute commuter train ride from Manhattan. It is home to approximately 900 families, who enjoy its quiet rural atmosphere on the North Shore of Long Island. Sands Point is a residential village; the only non-residential establishments permitted within the Village are houses of worship, primary and secondary schools, the Village Club, a nature preserve owned and maintained by Nassau County, a private golf club, and the Helen Keller National Center for Deaf-Blind Youths and Adults. With outstanding schools, very low crime rate, a vibrant population with many long-time residents mixed with young families moving out from the city, makes this a highly desirable community in which to live.

The Village Club of Sands Point, formerly the IBM Country Club, has a long colorful history paralleling the lives of the Guggenheim family who originally owned and lived on the estate. In 1953, IBM purchased the land and created the Executive Development Center that held its first class in the Mansion in 1959. The IBM Corporate Management Development School continued to use this site for various training sessions until its sale to the Incorporated Village of Sands Point on December 1, 1994 at which time The Village Club of Sands Point was ‘born.’ It is owned by a municipality, the Incorporated Village of Sands Point, and is an amenity for residents of the Village (annual members) and a limited number of non-Village residents.

As part of the garden lined 200-acre parcel that makes up the Village Club at Sands Point, the former Guggenheim Mansion serves as the focal point for club activities. These range from weekly bridge games and regular dining and bar use to special events such as summer concerts, holiday parties, weddings, bar mitzvahs and the like. In addition, the 14 bedrooms in the Mansion serve as lodging for houseguests of members. Various other buildings on property have been renovated into the Golf Shop and a Bar and Grille – both of which operate as multi-use facilities.

In recent years, the golf course underwent a major renovation, overseen by highly regarded course architect, Tom Doak. Nine new holes of golf were opened in July 2000. The existing nine holes underwent an extensive renovation and it became an 18-hole golf course on May 25, 2001.

The original dairy barn was renovated into the Golf Pro Shop and the original chauffeur's garage was turned into a new bar and grille restaurant with locker rooms upstairs, which opened in July 2001. The current entrance to the Club, Thayer Lane, opened in July 2000. The golf course now encompasses the prior entrance.

Additional amenities at the VCSP include:

- Full-service tennis center featuring 12 Har-Tru and hard courts and 5 platform tennis courts
- 1,100 feet of beach front on Hempstead Harbor
- A large pool complex overlooking Hempstead Harbor
- A playground with picnic area, basketball courts, volleyball courts and walking paths
- Multiple casual and more formal dining and lounge areas
- 14 sleeping rooms that function in a hotel-like manner and which are available to VCSP members and their guests

#### VILLAGE CLUB OF SANDS POINT BY THE NUMBERS

- At present, there are approximately 700 members in all categories; roughly 2/3<sup>rd</sup> are Village residents and 1/3<sup>rd</sup> are non-residents.
- Membership is on an annual basis and there is no initiation fee.
- Each member family has a \$1,200 annual consumable requirement.
- Gross revenues are approximately \$7.6M, inclusive of member dues.
- Gross revenue from F&B is approximately \$2.0M.
- Food Costs are approximately 45% (approx. 60% from ala carte operations/balance from banquets and catering).
- The balance of gross revenue is driven by rooms, tennis, golf and other outings, events and usage fees.
- There are approximately 80 FTE year-round.
- Grounds Maintenance is outsourced to BrightView (with continued supervision and reporting responsibilities to the GM) under a contract expiring in November 2017.
- 18 Holes of Tim Doak design supporting 13,500 rounds of golf for 2016.
- Gross Payroll is approximately \$2.8M.
- Board Members – see below for VCSP facts

#### VILLAGE CLUB OF SANDS POINT FACTS

For the most part, The Village Club of Sands Point functions like a traditional, member owned club. In this case, however, the Club is owned by a municipality, the Incorporated Village of Sands Point, and is thereby subject to certain reporting and “process” requirements imposed by the State and/or Village. Membership is on an annual basis and there is no initiation fee. Members who are Village residents pay lower dues.

The Village Board is led by the Mayor of the Incorporated Village of Sands Point who is elected by residents of the Village along with four other Trustees, all unpaid volunteer positions. The Board appoints all of the following

annually---the chairs of seven standing committees all of whom are ex-officio members of the Operations Committee, which also includes members-at-large, and a Chair and Deputy Chair. The standing committees and the Operations Committee function in an advisory capacity to the General Manager and the Board, which has ultimate responsibility for all Club operations and finances.

**VILLAGE CLUB OF SANDS POINT WEB SITE:** [www.villageclub.org](http://www.villageclub.org)

## **GENERAL MANAGER POSITION OVERVIEW**

The General Manager at VCSP has primary responsibility for all aspects of operations, effectively managing all resources and reporting to the Operations Committee and Village Board of Trustees, most specifically through the Chair of the Operations Committee and the Village Mayor. Representing the Club at the monthly Village Trustees meeting is part of the GM's responsibilities.

The GM will lead the management team and be a hands-on visible, engaged leader and the driving force behind higher service levels and revenue generation. He/She must be representative of modern and progressive management and leadership practices, and supervise and lead all employees of the Club while promoting a positive, engaging and competent service culture in all areas of operations. He/She must collaborate well with all segments of the team and the membership and is expected to be an interactive "partner" with the Operations Committee and Village Board. Confident and competent enough to intellectually operate within these groups as they collectively make decisions and set strategic direction for the Club and a majority of its members, as well as the long-term, well-being of the membership is a critical success factor.

Politically savvy and commensurately professional, the GM must intuitively embrace the financial model that is required at VCSP. Supportive of this concept and having a natural embracing of this non-club environment and the corresponding financial model is important. Membership is an annual program and there are no initiation fees, so maintaining a keen focus on engagement and satisfaction is critical. He/She must be positively intuitive, as well as possessing the cognitive ability to understand how to work in concert with the Village staff. The aptitude to work hand-in-hand with the Operations Committee to enhance membership recruitment and long-term strategic planning is imperative.

The new GM at VCSP will be the ultimate professional in personal style, demeanor and presence, is comfortable interacting with all members, staff and other constituents who contribute to the success of the VCSP. Being the true "face" of VCSP and being an active part of the Sands Point community is an important aspect of this role as is being an active part of the membership recruitment effort in this manner.

The Board is also considering a capital improvement project which could begin in the Fall 2017. This project involves the pool and waterfront area and is budgeted for up to \$4.0M.

The Board intends to continue focus on strategy and policy, allowing the GM to "run the business." Being a proactive leader, mentor and developer of the team, ensuring that appropriate operating standards are in place, along with a regular evaluation of results is a critical skill set and need.

## **CANDIDATE QUALIFICATIONS**

- A college graduate with a Bachelor's Degree in Business Administration or Hospitality Management with a minimum of 5 years of experience and a preference for at least 7 years of General Management experience in a similar quality club or hospitality organization. The Search Committee will also consider candidates without such experience, so long as a verifiable history of success can be established displaying a clear ability to lead in a non-profit, volunteer member environment. Further preference is given to those leading in a socially dynamic, high-end "family centric" club operation. While preferred to have someone with prior top executive or General Manager experience, candidates in a current #2 role at a top tier club may be considered, but only with verifiable confirmation of skills and competencies from their current, also highly regarded general manager.

- A verifiably unblemished career track that demonstrates a record of tenure and commitment to previous employers, where career moves were for enhancement of skills and experiences as opposed to “unplanned” career changes. Knowledgeable in “best practices” in top performing and high member satisfaction clubs around the country.
- Proven to have exceptional “Team Building” skills at a top tier level of service delivery, especially in a member-owned club environment where setting forth a clear vision with distinct accountabilities has occurred. Strong general management skills with verifiable strengths in inspirational leadership, financial performance, “people” skills and recreational amenity management. *Especially strong credentials are preferred in quality food and beverage programming*, highly regarded golf operations, multiple facility operations, exceptional member/guest service programming, strategic planning, renovations and project management and *most importantly, the ability to consistently define and achieve goals and objectives*.
- Excellent financial skills with the ability to quickly assimilate numbers and reports. Knowledgeable regarding typical club financial issues of funding, cash flow, project analysis and so forth. Is aware of critical benchmarking and financial metrics that lead to proactive response to trending curves.
- Exceptionally strong communication and facilitation skills, both written and verbal, with the appropriate personal presence, desire and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of VCSP.
- A respectful, confident, diplomatic and competent professional who is a “doer” and take-charge person and who recognizes the importance of accountability. A creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word and confidently puts forth recommendations to the Commission, Trustees and Staff.
- A person who understands and effectively functions in a non-profit, volunteer, member-owned Board and Committee environment, who further recognizes the need to use these groups as sounding bodies, raising issues of a policy nature and offering alternatives in addition to pros and cons.
- A strong consensus builder, and who embodies the behavior and skills one needs to be successful in this “industry unique” type of governance model. Armed with a high degree of creative, relevant and innovative ideas relative to food and beverage operations, member activities and programs and able to implement and execute such programming to members’ high satisfaction and will appropriate financial outcomes. Decisive, visionary, committed, energized and passionate about the Village Club of Sands Point and the role that he/she has assumed.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Certified Club Manager (CCM) designation preferred.

## **SALARY & BENEFITS**

This position will be a contracted role to a third party, so as to appropriately meet the standards required by the Incorporated Village of Sands Point. Other than that structure and the overall reporting of this position to both the Club Commission and the Board of Trustees of the Incorporated Village of Sands Point, the role will function very similarly to a traditional club general manager’s role.

The Village, through this structure, will offer a competitive compensation plan commensurate with qualifications and experience. The Village, along with the typical CMAA benefits, offers an excellent bonus and benefit 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.

**IMPORTANT:** **Save** your resume and a ***thoughtful letter of interest and alignment*** 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.**

For directions on how to upload your resume and cover letter [visit this page](#).

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

If you have any questions please email Nan Fisher: nan@kkandw.com

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