

BIRCHWOOD FARMS

GOLF & COUNTRY CLUB

GENERAL MANAGER/COO PROFILE: BIRCHWOOD FARMS GOLF & COUNTRY CLUB HARBOR SPRINGS, MI

ABOUT BIRCHWOOD FARMS GOLF & COUNTRY CLUB

Located in the Little Traverse Bay area of northern Michigan, Harbor Springs offers four seasons of activities for all ages. It is the gateway to the iconic M-119 Tunnel of Trees, a scenic drive along lake Michigan. This well-known resort area boasts a variety of local artisans, musicians and thespians offering an array of cultural activities to enjoy, coupled with a quaint and charming downtown. Harbor Springs is known for its schools and the community involvement of its residents, as well as being one of the most desirable resort communities in the upper Midwest.

Perched high above the shores of Lake Michigan just 10 minutes north of Harbor Springs, Birchwood affords its members the best of all worlds. Birchwood Farms Golf & Country Club (BFGCC) provides its members with a first-class lifestyle opportunity. At the heart of this beautiful community are 27 breathtaking holes of true Northern Michigan style golf. Golf is the heartbeat of the Club, including weekly events as well as Couples and Member-Guest Tournaments. Birchwood's 9 outdoor clay hydro-grid courts are among the finest in the area. Add a brand new outdoor heated swimming pool to its wonderful and varied dining facilities, state of the art fitness facility and wintertime trails for skiing, hiking and snowshoeing, members find that Birchwood is a true four season destination. (Note: BFGCC is located about 5 miles from Boyne Highlands and Nub's Nob ski resorts, the most popular ski resorts in the State.)

The GM/COO, reporting to the Board of Trustees, oversees all operational elements of BFGCC, including highly seasonal food and beverage operations. Unique among many residential communities, BFGCC owns its road and water systems, and provides these services to its residents. Often times, the GM/COO of Birchwood is referred to as its "city manager".

A mandatory membership community, Birchwood's property owners, approximately 413 of whom have built a home or own a condominium with the remainder 321 non-residents typically living in the nearby community and owning property in order to have 'membership' access.

A number of member committees are in place, including: Activities, Architectural Control & Security, Buildings/Grounds & Public Works, Food & Beverage, Finance, Golf, Greens, House, Insurance, Long Range Planning, Nominating, Personnel, Marketing, Rules & Bylaws, Racquet Sports and Swim. Birchwood prides itself on its active member participation in the governance of the club and community.

GM/COO POSITION

The GM/COO is the leader in ensuring that the Birchwood Farms Golf & Country Club 'brand', is the top residential club community in northern Michigan and is maintained through consistent focus on annual and longer term goals and objectives that have been established and reviewed in conjunction with the Board of Trustees. Of extreme importance is the continued support and development of an effective and dedicated team of professionals (many of whom have been with the Club for 10+ years), consistent operating standards and execution, and overall leadership in all aspects of the organization.

Developing, mentoring and supporting staff, while providing 'clarity' of expectations is critical, and has been a strong part of Club and Community success. The majority of members are seasonal, so the ability of the GM/COO and his/her leadership team to 'run' the operation, working with and leading the respective volunteer leadership groups is critical.

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In addition to overseeing all management functions, the GM/COO will direct the preparation of annual operating and capital budgets, and be a catalyst in implementing the long range planning for the Club and Community. There have been several major capital reinvestment projects in the past few years, with the GM/COO being a key player in the design and execution of these initiatives.

Critical Personal Success Factors

- A strong leader, visible and sincerely 'engaged' with both members and staff, and with a proven track record of providing high quality and innovative leadership, in a family-oriented residential club community and member-owned environment, and with a personality that exemplifies the friendly style of BFGCC. Both Club and POA knowledge is critical, but having had prior responsibility leading a multi-faceted organization with recreational, residential and service components is preferred.
- A *Team Builder* who has a history of attracting, developing and retaining a high performance staff, especially in the senior management ranks, who are both responsible and accountable to deliver recommendations and results. Of additional importance are candidates who have functioned effectively in a highly seasonal operation where 'ramping' up and down large numbers of staff members is typical.
- A proven and verifiable "*thought partner*" to the Board and Committees, able to offer options and alternatives to each of these constituencies relative to the betterment of BFGCC. Having the ability to provide thoughtful, reasoned 'dialoguing' with the Boards. This is especially important with regard to strategic planning and continuing to ensure the relevancy of plans.
- An intuitive style resulting in a *sincere and clearly engaged presence* with Members, Guests and Staff. There are multiple constituencies at BFGCC, including the local Harbor Springs community, each taking some portion of time and personal attention. Having the stamina, sensitivity and overall multi-tasking ability to manage and lead in this type of environment is critical, especially considering the significant time demands of the role during the height of the critical summer season.
- Fundamental understanding of what constitutes a 'premier club and community experience', and the proven ability and history to execute to that level is fundamental, and having had real estate or relevant marketing experience or exposure is helpful.

ORGANIZATIONAL STRUCTURE:

Many of the key departmental managers and staff have been with the Club for several years. The group is looking for a leader with strong "lead by example" style and someone who can bring innovative and creative ideas.

Direct reports to the GM/COO position include:

Controller	Executive Chef
Clubhouse Manager	Membership/Marketing Coordinator
General Maintenance Manager	Dining Room Manager
Chief of Security	Director of Golf
Racquet Sports Professional	Golf & Grounds Superintendent
POA Executive Assistant	Pool Director
Executive Housekeeper	

The GM/COO provides support and guidance to all Club Committees, which are advisory to the Boards of Trustees.

GENERAL QUALIFICATIONS & EXPERIENCE

- Preferably, a college graduate with a Bachelor's Degree in Business Administration, Public Administration or Hospitality Management with a minimum of 5 years of experience and a preference for at least 10 years of General Management experience in a similar, private, member-owned premier club or hospitality organization, with experience working in residential club

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community. The Board of Trustees will consider candidates who display a clear ability to lead in a non-profit, volunteer member environment.

- 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.
- Recognition and strong appreciation highly seasonal resort community. Having had experience in a similar environment is desirable.
- Knowledgeable and having executed to a “best practices” level commensurate to top performing and high member satisfaction clubs and communities around the country.
- Strong general management skills with verifiable strengths in inspirational leadership, financial performance, “people” skills, and recreational amenity and community services management. Especially strong credentials are required in quality food and beverage operations, highly regarded golf operations, multiple facility operations, exceptional member/guest service programming, renovations and project management, municipal services and *most importantly, the ability to consistently define and achieve goals and objectives*. There is a strong desire to make BFGCC the “restaurant of choice” for its members.
- Strong communication skills. A calm, patient, thoughtful style with keenly developed “listening skills” is a critical success factor.
- Experienced in coordinating and overseeing major club and capital improvement projects, especially as these relate to renovation projects.
- Personally capable and comfortable with technology.
- A person who understands and effectively functions in a member-owned, Board and Committee environment, who 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. Ultimately, an enthusiastic supporter of Board decisions and directives, and able to thrive as an “equal participant” in the committee and board governance process where member/owner participation is encouraged.
- Possessing a Certified Club Manager (CCM) and/or a Community Association (CAM) designation (or actively pursuing certification) or similar professional development achievements.

The GM/COO position is clearly the most noteworthy staff role within the Birchwood Farms Golf & Country Club. The GM/COO will be primarily responsible and ultimately accountable for all matters of importance and consequence at the Club, including the organization structuring to ensure that details critical to this goal are consistently achieved.

BIRCHWOOD FARMS GOLF & COUNTRY CLUB BY THE NUMBERS

- Birchwood Farms Golf & Country Club Property Owners Association was founded in 1972 and is a private club organized as a non-profit Michigan corporation. Birchwood is an Association whereby individual property owners have an undivided interest in the Association’s common property. Club/Association membership is bundled with the ownership of a homesite or dwelling unit. Members are liable for all assessments of the Association until such time as they are no longer owners of property. The Association operates its own water supply, 20 miles of private roads and a 24/7 Security Department that also functions as an Emmet County 911 first responder unit.
- Membership: 734 Property Owners/85 Social Members
 - \$10,000 Initiation Fee - \$414 Monthly Dues
 - 413 Residents/321 Non-Residents
- Annual Revenue: \$6.4 Million
- Dining Revenue: \$1.0 Million
 - Casual Bar, Grill Room & Three-Way House (Snack Shack)

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- Clubhouse size: 35,000 sq. ft.
- Golf: 27 Holes - Three 9 Hole Courses (The Woods, The Birches & the Farms)
 - Annual Golf Rounds: 15,000 (18-hole equivalent)
 - Driving Range/Practice Area
- Racquet Sports: 9 Outdoor Clay Hydro-Grid Courts, 2 Pickleball Courts
- Other Amenities: Brand new outdoor heated swimming pool/kiddie pool; Hiking, walking, snowshoeing and groomed cross country ski trails; fitness center; two stocked fishing ponds, 3 bocce courts; weekly sanctioned duplicate bridge and various member/social events throughout the year.
- 30 Employees (FTE) year-round; 110 (PTE) peak-season
- Board of Trustees - 9

For additional information, please preview the **BIRCHWOOD FARMS GOLF & COUNTRY CLUB** website:
www.birchwoodcc.com

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience. The Club offers an excellent bonus and benefit package including CMAA membership.

INSTRUCTIONS ON HOW TO APPLY

Interested candidates should submit resume credentials and a thoughtful, detailed cover letter outlining your alignment and reasons for interest in the role, relative to the above noted qualifications and expectations for the position;

Attn: Steven H Judd
Birchwood Farms Golf & Country Club
600 Birchwood Drive
Harbor Springs, MI 49740
All correspondence should be marked as "CONFIDENTIAL"