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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: METROPOLIS COUNTRY CLUB WHITE PLAINS, NY**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT METROPOLIS COUNTRY CLUB**

#### EXECUTIVE SUMMARY

- Prestigious country club with over 95 years of rich history in White Plains, NY.
- Championship course designed by two of golf's prominent architects, Herbert Strong and A.W. Tillinghast.
- Strong financial condition.
- Supportive membership.
- Seeking a GENERAL MANAGER/CHIEF OPERATING OFFICER to lead the Club in fulfilling its mission of offering the highest quality golf experience and superior social and dining functions to its members.

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

#### **METROPOLIS COUNTRY CLUB & COMMUNITY**

Metropolis Country Club is located in White Plains, New York, just 25 miles north of Manhattan. White Plains is one of the top suburban office and retail centers in the nation, as well as the Westchester County Seat and home to numerous federal and state government offices and courts. It offers a comprehensive and efficient public transportation system and is the gateway to both metropolitan and upstate New York, New England, and other major northeast markets. The city is strategically located less than a one-hour drive from four major metropolitan airports (JFK, LaGuardia, Newark, and Westchester County Airport). White Plains combines the traditional amenities of suburbia with a lively urban vibe.

Metropolis Country Club was founded in 1922 when members of the Metropolitan Social Club of New York City acquired the original course from Century Country Club. The course, originating in 1904, was first designed by Herbert Strong and subsequently by A.W. Tillinghast who designed several other holes. The course was enhanced by Joe Finger and then updated and renovated in 1994 by Ken Dye. In 2013, the Club hired architect Ron Forse to embark on a total restoration/renovation project. Under Ron's guidance, along with course superintendent David McCaffrey, the project was completed in the spring of 2015.

Metropolis is consistently ranked as one of the top courses in the Metropolitan Area, and the signature sixth hole, has been ranked by many golf publications as one of the 18 best holes in the Metropolitan Area and among the 500 best holes in the world. Over the years Metropolis' reputation as a championship course and its strong support of local Golf Associations has allowed the club to host every major Metropolitan Area Professional and Amateur Championship.

The Metropolis clubhouse was completely renovated and redecorated in 2004. It offers a warm, inviting, and attractive venue for both club and private functions. The living room, where members enjoy pre-dinner cocktails and hors d' oeuvres, comfortably seats 40-80. The club room, which features lunches and casual, intimate dinners, seats 65. The main dining room typically seats 220 and can seat up to 275 when combined with the club room for larger events. A focal point of the Club's dining and social scene is the main Terrace overlooking the eighteenth green, which seats upwards of 300 and includes the 19th hole, an outdoor bar area which overlooks the practice range.

The Club is open for lunch Thursday to Sunday between March and mid-December, then adds lunch on Tuesdays and Wednesdays from May through October. From Memorial Day through Labor Day, dinner is served Thursday to Sunday, with Wednesdays added in July and August. The remainder of-the year, dinner is usually served on one Friday or Saturday night each weekend, depending on the special events calendar. Metropolis is a highly sought-after venue for outings, private parties, and life-cycle events.

With a cross-spectrum of membership in terms of ages and dining/entertainment preferences, the Club strives each year to develop a calendar of events that represents a balance between maintaining traditional Metropolis favorites while introducing innovative new dining and entertainment programming. The club is proud of their beverage program that includes an excellent wine list and a well-crafted list of micro brewed and artisanal beers.

The Club has eight Har-Tru tennis courts as well as two paddle tennis courts with lights and under-court heaters. Metropolis offers families two swimming pools, a larger pool with an often-utilized lap lane, and a wading/kiddie pool. There are also children's changing rooms, a play area, poolside lounge chairs and umbrellas, and snack bar dining. The pools are open Friday to Sunday from Memorial Day through Labor Day, adding Tuesday to Thursday beginning the week of Father's Day.

#### METROPOLIS MISSION STATEMENT

"Metropolis Country Club, founded in 1922 is a private membership club offering the finest golf, exceptional tennis, platform tennis, and swimming facilities, outstanding dining, and a wide range of social activities geared to adult members and their children. We take pride in providing a country club experience for our members in a welcoming environment that encourages the formation of enduring friendships and with a sustained commitment to excellence."

#### METROPOLIS COUNTRY CLUB BY THE NUMBERS:

- 527 members
- \$12,500 Initiation fee (current promo; regular is \$25K)
- \$19,500 Annual dues
- \$5.9M Gross volume
- \$4.9M Annual dues volume
- \$1M F&B volume
- \$3.2M Gross payroll
- 40 Fulltime Employees; 111 in-season
- 16 Board members / 5 Exec
- 58 Average age of members

**METROPOLIS COUNTRY CLUB WEBSITE:** [www.metropoliscc.org](http://www.metropoliscc.org)

#### GENERAL MANAGER/CHIEF OPERATING OFFICER JOB DESCRIPTION

The General Manager/Chief Operating Officer (GENERAL MANAGER/CHIEF OPERATING OFFICER) has responsibility for all day-to-day operations of Metropolis Country Club (METROPOLIS COUNTRY CLUB). S/he directs and administers all aspects of the operations to include amenities, staff, and all programs and activities to ensure outstanding service and member and guest satisfaction.

#### MEMBER INTERACTION

- As the face of the METROPOLIS COUNTRY CLUB, the GENERAL MANAGER/CHIEF OPERATING OFFICER must embrace the community values and enjoyment of a *small town*, larger city environment where activities and relationships, both in the Club and outside of its confines, are clearly linked.
- The ability to sincerely interact and "engage" with all constituencies at METROPOLIS COUNTRY CLUB is critically important, recognizing the benefits of direct communication, approachability and thoughtful collaboration with members and staff is a critical success factor of the role.

- Must be an integral and proactive part of developing relationships that lead to membership interest and usage of the Club.

#### BE A VISIONARY

- Must be a courageous thought partner for the Board, recognizing the importance of keeping METROPOLIS COUNTRY CLUB on the cutting edge of country club excellence by having a keen understanding of current and future trends, demographics, legislative, economic, and social issues. S/he should be decisive and set aggressive goals and objectives to ensure the Club's current and future success.
- Must couple being current with also maintaining the Club's degree of old world values.

#### FOOD AND BEVERAGE

- Assures excellent food and beverage production and presentation for all outlets.
- Must be capable of developing an action/marketing plan to increase private event usage on property in alignment with the board direction.
- Consistently provides superb dining and other food and beverage experiences for the Club members and guests.
- Develops and enhances consistent on boarding and training programs for all food service personnel, working as necessary with the managers directly responsible for those operations; has a passion and aptitude for teaching and training.
- Establishes and consistently enhances quantity and quality operating standards for personnel in areas of responsibility, and consistently evaluates their knowledge, understanding, and execution to these standards.
- Clearly understands the financial metrics for successful attainment of goals and objectives in F&B operations, and consistently reviews these expectations with his or her direct reports to ensure understanding and 'buy-in' from those contributing to their attainment.

#### FINANCIAL MANAGEMENT

- Must have sound financial management skills including the ability to oversee the preparation and management of annual operating and multi-year capital budgets supporting the strategic and tactical initiatives and expectations that s/he has established with the Board.
- Is ultimately responsible to ensure that appropriate safeguards and controls are in place for all METROPOLIS COUNTRY CLUB's primary assets (membership, staff, amenities, etc.), whether it is for physical safety purposes or for the protection and long-term financial success of the Club.

#### STRATEGIC PLANNING

- In partnership with the Board, the GENERAL MANAGER/CHIEF OPERATING OFFICER must lead the development of a strategic plan/business road map for the current and future success of the Club.
- Must be able to identify issues, needs, goals, and objectives to help ensure the perpetuation and continued viability of the Club.

#### MEMBER RETENTION AND RECRUITMENT

- Must lead METROPOLIS COUNTRY CLUB's membership recruitment and retention efforts. It is very critical that s/he understands the local market and economy. The candidate has to be comfortable and competent being an integral and proactive part of developing relationships that lead to membership interest and/or business opportunities and is effective in orienting new members so that their initial experience with Metropolis Country Club results in constant use of the Club.
- Is a catalyst for identifying new programs/services and enhancing current ones for members and their guests to increase club usage, member satisfaction, and member retention.

#### MEMBER, BOARD, AND COMMITTEE RELATIONS

- Ensure that member satisfaction is always the first priority. Provide sincere and visibly engaged leadership and interaction with all facets of the membership and their guests. Be a consistent and positive force behind the creation and continuous enhancement of all aspects of METROPOLIS COUNTRY CLUB. Must be visible and available to his/her membership. Recognize that the *Member Experience* and meeting the expectations of METROPOLIS COUNTRY CLUB members is of critical importance to his/her long term success.

- Active participant at Board and Club Committee meetings to set policies and strategies to achieve the Club's goals and objectives.

#### EMPLOYEE RELATIONS

- Recognize, respect, and support the contributions of key managers and staff. Ensure that appropriately skilled and competent departmental managers are in place for all key positions and that each of them does the same in their respective areas of responsibility. Set standards of performance for all departments, and hold them accountable for maintaining these standards within METROPOLIS COUNTRY CLUB, most especially in member service areas.
- Maintain an environment and overall atmosphere for management/staff that promotes and values appropriate and responsible contributions to the METROPOLIS COUNTRY CLUB's success. Ensure that all staff are focused on positive, supportive relationships amongst themselves and with the membership.
- Recognize the importance of pro-actively securing hospitality talent and overseeing the onboarding and continuing education opportunities for all employees.

#### COMMUNICATION

- Will be a primary *two way* conduit for information exchange, and must be consistent, positive, and able to *engage* in this process. S/he must be a true listener who places great importance on personal interactions with all constituencies of METROPOLIS COUNTRY CLUB.
- Experience in developing a communication platform using contemporary media (website, apps, social media, etc.) is desirable.
- Is the primary verbal and written communicator of important information to members and staff, and recognizes that the ability to convey information in an articulate, well-conceived and well-written manner is of utmost importance.
- Believes in the power of proactive communication (i.e. orienting and culture setting) of members, staff, and guests to ensure the core values of the Club are being recognized and achieved.

#### CANDIDATE QUALIFICATIONS

The successful GENERAL MANAGER/CHIEF OPERATING OFFICER will demonstrate:

- Passion for maintaining the highest levels of service for all club services and ensuring member satisfaction.
- Understands how to provide superb food and beverage experiences for the club members and guests.
- Effective financial management skills through oversight of annual operating and capital budgets.
- The ability and desire to engage proactively with members and staff in a manner that drives high levels of engagement, excitement, and enthusiasm.
- Strong leadership and team development experience.
- Superior communication skills, exuding energy and creativity.
- Uses plans and metrics to set goals, measure and report on performance, and make course corrections when needed.
- A hospitality professional who is member centric and has the ability to create an environment where the staff looks forward to coming to work every day because they are developed and respected.

#### ADDITIONAL QUALIFICATIONS

- The ideal candidate will either be a successful, highly visible General Manager at a club known for exceptional member experiences or be viewed as a club management "up and coming superstar" with a minimum of 5 years of highly successful management in a top tier club.
- Strong general management skills with verifiable strengths in team development, financial performance, diverse recreational amenity management (golf, family activities, etc.), quality food & beverage programming, exceptional member/guest service programming, strategic planning, renovations and project management, and the ability to consistently define and achieve goals and objectives.
- Proven and verifiable leadership qualities with demonstrated ability to direct, coordinate, and control all facets of a busy, full service country club with 111 full time staff members and a \$5.9M operating/capital budget.

- A network of professionals in a wide range of functional skills and disciplines within the hospitality industry that might benefit METROPOLIS COUNTRY CLUB.

#### SKILLS AND COMPETENCIES

- A *Team Builder*. A person who embodies the persona of ultimate coach and motivator, bringing out the best in others by setting clear goals and expectations, providing consistent feedback and support, and treating others with respect and professionalism.
- A 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 through professional interactions and integrity.
- Possessive of strong organizational skills and an obsession with details necessary to achieve high levels of quality, satisfaction, and outstanding member experiences.
- A charismatic individual *with a sense of humor* and style that is commensurate with the culture and expectations of a friendly, fun, and supportive membership and team of associates.

#### 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.
- Hospitality industry certifications preferred but not required, CCM, CCE designations preferred

#### SALARY & 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.

#### 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 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.

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](mailto:nan@kkandw.com)

#### Lead Search Executives:

Thomas B. Wallace III, CCM, ECM

Partner, KOPPLIN KUEBLER & WALLACE

412-670-2021 (Cell) – Strongsville, OH

[Tom@kkandw.com](mailto:Tom@kkandw.com)

Sam Lindsley

Search and Consulting Executive

KOPPLIN, KUEBLER AND WALLACE

216-509-2250 (Cell) – Medina, OH

[Sam@kkandw.com](mailto:Sam@kkandw.com)