

GENERAL MANAGER/COO PROFILE: THE FARMS GOLF CLUB RANCHO SANTA FE, CA

GENERAL MANAGER/COO OPPORTUNITY AT THE FARMS GOLF CLUB

The Farms Golf Club is looking for a highly qualified, visible and personable General Manager/COO with extensive member marketing and member retention experience.

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

THE FARMS GOLF CLUB

The Farms Golf Club is located in the ruggedly beautiful terrain of Rancho Santa Fe, one of San Diego's most prestigious communities. The Farms is a golf-only, private equity, member-owned and managed club which was created and built for golf enthusiasts . . . golfers serious in their commitment to the game and its historical traditions.

Originally designed by Pete, Perry, and Alice Dye, The Farms Golf Course was extensively remodeled in 2000 under the guidance of golf course architect John Fought and PGA tour professional Tom Lehman. Measuring 6,947 yards from the back tees and a rating of 73.8/142, the course is a haven for PGA professionals, aspiring professionals, and low index golfers and their families.

The fall 2008 issue of *Golf Digest/Index* named The Farms as one of the top "50 Clubs with the Best Players" in the United States. It was ranked number 14 out of the top 50 and was the only San Diego golf course recognized in the survey.

While members at The Farms are diverse in their interest, occupations and tastes, the common thread of their love for the game is the underlying reason for the club's being.

Overlooking the magnificent golf course is a 38,000 square foot clubhouse offering spectacular views of the course in an atmosphere of understated elegance. The extraordinary staff provides a service level appreciated by the entire membership and recognized throughout the industry.

The Farms is honored to be recognized as a winner of the Distinguished Club award for offering an outstanding member experience. "Member Experience" is comprised of those magical moments—the members befriended, the memorable events and tournaments attended, as well as the club traditions, history, and heritage proudly recognized.

Because the Farms is "exclusively golf," there are no pools or tennis courts. The club attracts members with a love and commitment to the game. The club's youthful membership average age is 54, with an average golfing index of 10.4. A limited number of memberships are available. Membership at The Farms is offered by invitation only and each member candidate must have two member sponsors.

MISSION STATEMENT

"The Farms provides an outstanding, challenging, and rewarding golf experience"

THE FARMS GOLF CLUB BY THE NUMBERS

- Initiation Fees: \$15K for a Full Member
- Annual Dues: \$16,980 for a Full Member
- Number of Members: 210 Resident, 61 Non-Resident, 19 Organizational, 45 Junior Executive, 28 Senior, & 16 Honorary
- Average Age of Member: 54

- Average Handicap: 10.4
- Annual Rounds of Golf: 32K
- Number of Employees: 55
- Gross Volume: \$6.2M
- Annual Dues Volume: \$4M
- F&B Volume: \$950K
- Dinner Service provided on Friday nights and for special events

The Farms Golf Club Website: www.thefarmsgolfclub.com

GENERAL MANAGER/COO (GM/COO) JOB DESCRIPTION

The General Manager serves in the capacity of Chief Operating Officer of The Farms Golf Club. He/she reports directly to the Board of Directors and will act as mentor and liaison between Department Heads and Committees. The GM/COO manages all aspects of the Club and is expected to act as a Leader to both Club Members and the entire staff.

The GM/COO is expected to be a highly visible “face” of the Club, display excellent communication skills, and develop a natural rapport with Members. He/she also acts as the “keeper of the Club culture” by enforcing Club bylaws and rules.

The GM/COO is responsible for the success of all aspects of the Club goals and is expected to devote his/her full time and attention to operations, planning, and staff management. He/she will guide all Club operations while adhering to the Mission Statement of the Club.

The GM/COO serves as liaison between all management staff and the Board. He/she is responsible for discussing issues facing the Club with the Board and will provide advice and recommendations.

DIRECT REPORTS

- Controller
- Director of Golf Course Maintenance
- Engineer
- Executive Chef
- F&B Manager
- Golf Shop Merchandiser
- Head Golf Professional

KEY ATTRIBUTES AND AREAS OF FOCUS

MEMBERSHIP MARKETING

- Promote and market the Club to attract a varied demographic of new members
 - With a golf centric focus
- Create activities to promote member retention and exposure to potential members
- Utilize tech/social media
- Develop and execute annual marketing plans

MEMBER ENGAGEMENT

- Create a member centric culture
- Retain current members
- Ensure that members receive “best in class” service
- Supply an innovative calendar of club events
- Help members and their guests enjoy the facilities and programs of their Club
- Enforce club rules and standards

- Know the members, their families, and their desires
- Increase club utilization and member engagement
- Develop ongoing dialogue and rapport with Club Members
- Play golf with Members and their guests

FINANCIAL MANAGEMENT

- Develop and oversee the annual operating budget
- Prepare annual operating and capital budgets
 - Work with the Board to develop funding mechanisms for capital projects
 - Manage and control the operations to attain the desired results
- Coordinate development of operating, cash, and capital budgets according to the applicable budget calendars
- Formulate cash flow forecasts
- Report on finances to the Board of Directors and Finance Committee on a monthly basis
- Monitor monthly budget and other financial statements and takes effective corrective action
- Develop long range and annual business plans to move towards club vision
- Manage Club cash flow

LEADERSHIP

- Act as the “face” of the Club both within the Club and externally to the community and the industry
- Supply a natural leadership style that promotes staff and membership engagement
- Act as thought partner with the Board of Directors
- Motivate and inspire to improve staff morale
- Build and maintain a “team” of top talent

CANDIDATE QUALIFICATIONS

The ideal candidate will either be a successful, personable General Manager at a club known for exceptional member experiences or be viewed as an upcoming club management “superstar” with a minimum of 5 years of highly successful management in a top tier club.

- The ideal candidate will be highly motivated, visible and available to Members
- Candidate must be a charismatic, compassionate professional who truly enjoys the hospitality/club environment
- Outgoing and personable with excellent interpersonal skills
- Engaging & responsive
- Proven integrity and dedication
- Creative thinker and problem solver
- Detail oriented
- Honest, straightforward, and transparent
- Possess especially strong communication skills both verbal and written
- Energetic and enthusiastic
- High Golf IQ
- Goal oriented
- Possess strong conflict resolution skills
- Strategic thinker
- Possess the ability to smoothly transition to a new position
- Proven history of leading and attending meetings
- Proactive team builder who has a history of attracting, developing and retaining a high-performance staff
- Motivational leadership style
- “Hands-on” management style

- Strategic planning experience
- Strong financial acumen
- Possess especially strong business skills
- Proven strategic budgeting skills
- Extensive membership marketing and branding skills
- Social media/tech savvy
- Track record of innovative and creative programming
- Experience running successful youth/junior programs
- Proven track record of providing high-level services
- Experience with New Member Orientation programs
- Proven experience providing “best in class” service levels for members and guests
- Experience with bunker renovation

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality or Business Management.
- Track record of progressive career growth and successful experience in managing a full-service club.
- Certified Club Manager (CCM) designation is strongly 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

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