

## **GENERAL MANAGER/COO PROFILE: COUNTRY CLUB OF PADUCAH PADUCAH, KY**

### **THE GENERAL MANAGER/COO OPPORTUNITY AT COUNTRY CLUB OF PADUCAH**

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

#### **EXECUTIVE SUMMARY**

- The premier country club in Western Kentucky.
- Rich history dating back to 1902.
- 18 hole Robert Trent Jones golf course.
- Strong financial condition.
- Engaged and dedicated staff.
- Seeking an active, action oriented General Manager/COO who embodies and demonstrates a transparent, service oriented management/leadership style that promotes a workplace culture with an emphasis on team development, driving organizational consistency, process and procedure development, financial management balanced with maintaining the highest levels of club service and familial/cordial nature of the membership to achieve member satisfaction.

#### **KEY ATTRIBUTES AND AREAS OF FOCUS**

The successful General Manager/COO will demonstrate:

- A natural, forthright leadership style that promotes staff and membership engagement.
- Show patience, observe, listen, ask questions and learn about the culture and heritage of Country Club of Paducah and community.
- Ability to act as a thought partner with the board and committees.
- Superior communication skills, exuding energy and creativity.
- Attention to detail in every aspect of the Club.
- Sets goals and expectations for the management team with a disciplined follow up, insuring completion of goals and objectives.
- A member centric approach to club management, focused on member services and satisfaction.
- Effective financial management skills through development and oversight of the annual operating budget focused on achieving the agreed upon financial objectives.
- Experienced with membership marketing/recruiting and membership retention.
- Stays current with the “new” demographic of members and the trends in club amenities.
- Understanding of current food and beverage trends for clubs.
- Strong understanding of Food & Beverage cost of goods control and tracking metrics.
- Solid onboarding for new employees and continued training programs for all employees.
- Capital project and renovation oversight experience.
- Continual visibility to members and staff as the face of the club.
- Understands the importance of social media tools to communicate with the membership.
- Strong leadership and strategic planning experience.
- Understanding of golf operations and golf course maintenance.
- Cultural development through good hiring, training, communication, and developing a strong team work ethic.
- Ability to build strong board and committee relationships, working to create a strong bond and communication exchange of diplomatic openness.
- Promotes involvement of management and staff in civic/community events and organizations

## **COUNTRY CLUB OF PADUCAH & COMMUNITY**

The Country Club of Paducah, the premier Country Club in Western Kentucky, is situated within an upscale residential area of the city. Paducah, Kentucky is at the heart of America's inland waterways, and the Ohio River contributes to Paducah's engaging energy and fascinating history. From the lively revitalization of the Lower Town Arts District to the vibrant streets of 19th century architecture in Historic Downtown, Paducah embodies a rich American heritage and distinctively creative culture. Paducah is the cultural center of Western Kentucky featuring the Carson Center which is a state-of-the-art performing arts center, the Market House Theater which is an award-winning community theater, home to the National Quilt Museum and semi-annual quilt shows and annual convention, and regional fall barbecue festival attracting thousands of people. Paducah is a member of UNESCO Creative City Network which is an international certification conveyed on cities with distinguished arts programs as determined by the United Nation organizations. Paducah is recognized as an excellent regional medical center. Paducah has one of the top 5 community colleges in the nation and has excellent secondary and primary schools. A low cost of living paired with our vibrant community is a huge benefit that we have over many other cities.

The Country Club of Paducah has a long and storied history which began in the early 1900s. Since 1902, individuals and families have found an unsurpassed sense of friendship, community, and shared recreational interests at the Country Club of Paducah. The official records show that the club was incorporated in 1913. At its current location since 1984, the Country Club of Paducah has expanded and improved with the growth of membership and need for additional space.

The Club consists of several outstanding amenities including the Robert Trent Jones designed 18-hole golf course, which has hosted several state competitions. The natural beauty of Paducah is evident at the Country Club of Paducah course. Zoysia tees and wide fairways provide a tight playing surface to approach the bentgrass greens that are framed by 39 white sand bunkers and 6 lakes. The club has hosted the Kentucky Open, the Ohio Valley Conference Championship, and the Men's State Amateur among other exciting events.

Although golf is the mostly widely supported activity at the club, other activities are supported by an indoor tennis facility, fitness center, Olympic-size pool, and pickleball courts. The Club has seven outdoor all weather tennis courts. This includes three hard courts and four clay courts which are the only clay courts in the area along with the four year-round covered hard courts. Both the golf and tennis programs have a full staff of professionals ready to serve the membership.

The welcoming Clubhouse is a spacious and beautifully appointed building with several choices in dining and relaxing. The two-story clubhouse was expanded to add a casual dining environment and lounge, along with expanded outdoor views and dining areas. Every window of the building affords views of the golf course. Special social events are planned regularly to augment the regular camaraderie of friends relaxing together.

The Club also offers full-service event planning for events such as receptions, meetings, golf outings, business meetings, or wedding receptions. The clubhouse has space to accommodate the smallest of meetings to large special events. The Executive Chef and a talented culinary staff assure the high quality of all the Club's food offerings, from the daily dining room menu listings to special meals, buffets, and banquets.

## **COUNTRY CLUB OF PADUCAH MISSION STATEMENT**

"We endeavor to make the Country Club of Paducah a well-managed private Country Club where concern for the enjoyment and satisfaction of our members, families and their guests is paramount. Elected Boards, management and staff continuously strive for excellence in member services and pledge to offer the membership unique social and sporting activities and the best clubhouse facilities and programs within the Club's financial ability."

## COUNTRY CLUB OF PADUCAH BY THE NUMBERS:

523 members  
\$5,000 Initiation fee  
\$4,860 Annual dues  
\$3.6M Gross volume  
\$1.8M Annual dues volume  
\$1.1M F&B volume  
\$1.7M Gross payroll  
60 Employees in-season; 40 off-season  
6 Board members  
57 Average age of members

**COUNTRY CLUB OF PADUCAH WEB SITE:** [www.ccofpaducah.com](http://www.ccofpaducah.com)

## **GENERAL MANAGER/COO JOB DESCRIPTION**

The General Manager/COO (GM/COO) serves in the capacity of Chief Operating Officer of the Country Club of Paducah and implements the policies established by the Board of Directors and bylaws. The incumbent develops operational policies and is responsible for the creation and implementation of standard operating procedures for all areas. This includes the preparation of the annual operating and capital budgets and, after Board approval, the management and control of the operations to attain the desired results. The General Manager/COO coordinates all management functions and works in concert with committee chairs in assisting them in the development of proposed policies, programs, events, etc. In general, the incumbent consults with the Board on all matters of significance or potential significance. As Chief Operating Officer, the General Manager is responsible for the promotion of the Club and the dissemination of hospitality, friendliness and goodwill among members and guests. His/her goal is always to help members and their guests enjoy the facilities and programs of their Club.

In addition to coordinating and supervising all of the management and administrative functions of the Country Club of Paducah, the GM/COO will oversee the preparation of annual operating and capital budgets, supporting the strategic and tactical initiatives and expectations that he/she has established with the Board. The GM/COO will be the primary Club representative to ensure that significant capital/asset/lease improvements are well conceived, thoroughly planned and executed, and that the status of such projects is consistently communicated to appropriate constituencies within the Country Club of Paducah.

The GM/COO is the primary coordinator, through his/her team of management professionals, of budgeting, hiring, training, orientations and teammate "culturalization," and supervision of associates. He/she will therefore be using and applying relevant and necessary marketing techniques to drive member usage of programs/services and facilities; assuring member and guest needs and desires are consistently met and often exceeded. Club member and guest satisfaction and enjoyment of the programming and service experience at the Country Club of Paducah are primary "drivers" to its overall success. The GM/COO is expected to create/maintain a positive club atmosphere so as to retain members of all ages and be experienced in membership drives and attracting new members.

The GM/COO, as a strong and highly visible and respectful presence with the membership, must be an exceptional communicator, have adroit personal interactive skills and the maturity to instinctively know how to make members and guests feel that they are consistently treated in a gracious manner. Further, he/she must be able to communicate these expectations to staff with diverse backgrounds and get them to understand and execute to those expectations.

The GM/COO is the key influence to ensure that members are engaged from a programming, activities, servicing and experience perspective. Members are exceptionally social and active and the GM/COO must be intuitively engaged and in tune with this very member-centric, fiscally responsible environment.

## **Major Duties and Responsibilities:**

## **Member Services**

- Knows the members, their families, and their desires.
- Provides quality leadership and a positive upbeat image for the Club and its amenities. Leads with the dictate to provide members with premier service in casual and fine dining, recreational excellence, quality products, and an exciting calendar of club events. Maintains detailed records on events.
- Plans his/her work schedule so as to be personally visible and readily accessible to members and their guests at the right times and in the right places.
- Assures the smooth, efficient daily operation of the club to provide the members and guests with an environment of excellence in hospitality.
- Oversees a top-rated food and beverage operation, with appealing menus, properly priced, and featuring exemplary service. Develops and executes a highly regarded party and banquet business.
- Oversees a top-flight golf operation including golf course conditions, facilities, and programs for all levels players' skills.
- Addresses and resolves member complaints and suggestions, in such areas as general service, athletic programs, employee attitude, maintenance, and cosmetic appearance of the facility.
- Furthers his/her own continued development as a club management professional by participation in appropriate Club Managers Association of America (CMAA) seminars and conferences, and others as approved, thereby enhancing his/her value and quality of services to the membership.

## **Employee Relations**

- Coordinates all department head compensation, benefits, performance, disciplinary, and other significant personnel actions.
- Interviews and appraises all applicants for key positions, and exercises final approval authority over all the clubs hiring.
- Initiates employment programs and recruitment efforts that result in the club being viewed as sought after place to work, especially for wait staff and entry level employees.
- Interacts with department managers pursuant to the appraisal, discipline, and/or discharge, of any employee.
- Provides for the training and further development of all department heads and other personnel. Creates and environment of true team spirit among the staff.
- Ensures that a positive and healthy working environment exists throughout the club, one that is free of safety risks and all forms of employee harassment.

## **Financial Management**

- Prepares annual operating and capital budgets and, after Board approval, manages and controls the operations to attain the desired results.
- Provides input to all department heads, professional staff, and key personnel, projecting and developing budgets, capital spending plans, fiscal controls, and operational guidelines.
- Installs controls and cost-effective procedures related to employee payroll, purchases, inventories, and supplies.
- Responsible for approval of contracts, all accounts payable, all labor cost payouts, and maintains them within the constraints of the budgets and through close coordination with the Board of Directors.
- Maintains an up-to-date management information system which can be counted on for timely and accurate information for all parts of the club.

## **Communications**

- Develops ongoing dialogue and rapport with club members through recognition, communication, and follow through. Assures satisfactory communications between the club members and employees.
- Coordinates a program for the orientation of new members, Board members, and staff.

## **CANDIDATE QUALIFICATIONS**

- An energetic and enthusiastic leader with strong food and beverage credentials and a proven track record of

providing high-level services in a hospitality or membership constituency setting, and with a personality that is commensurately appropriate to the Country Club of Paducah culture. Simply a proven club leader who also understands the key 'drivers' to overall club success.

- Solid knowledge of every area of club operations.
- A confident, proactive team builder who has a history of attracting, developing and retaining a high performance staff.
- A positive and intuitive style resulting in a sincere and visibly engaged presence with members, guests and staff; a truly nice "people person."
- Fundamental understanding of what constitutes a "premier club experience," and the proven ability to execute to that level.
- Friendly and outgoing personality, enthusiastic nature, and a positive attitude. Is personable with members while maintaining a respectful professionalism.
- A verifiable track record of successfully leading and growing multi-faceted, full service club operations including building revenues, growing membership, controlling costs and meeting or exceeding planned and budgeted bottom line goals and objectives.
- Strong technology skills are essential including knowledge of the Microsoft Office suite (especially Microsoft Excel) and POS systems. Candidate must be personally capable and comfortable with technology and incorporates its use, as appropriate in his/her everyday role.
- Interest and ability to work cooperatively with the Membership Committee in recruiting new members and has the skill-set to encourage and engage prospective new members to become members.
- Strong management skills with verifiable strengths in "self-starting" leadership, financial performance, and "people" skills. Is able to establish and execute priorities.
- Strong attention to details; as well as understanding the big picture. Knowledgeable regarding typical club F & B and clubhouse facilities operations, critical benchmarking, and financial metrics.
- Exceptionally strong communication and facilitation skills, both written and verbal, with the appropriate personal presence, and a desire and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of the Country Club of Paducah.
- Creative thinker and problem solver.
- A person of proven integrity and dedication consistent with the Country Club of Paducah's values.
- A person who is committed to professional growth and development, for him/herself and his/her team of associates.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

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

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