

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: ATLANTA ATHLETIC CLUB JOHNS CREEK, GA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT ATLANTA ATHLETIC CLUB

One of America's most iconic and recognizable clubs, Atlanta Athletic Club (AAC), located in Johns Creek, GA, is searching for a new General Manager/Chief Operating Officer (GM/COO) to continue to elevate its member and staff experiences and to further the Club's position in golf and full-service country club recognitions.

As AAC continues to evolve demographically, it has become much more relevant in its amenities, services, programming and recruitment of members and staff, and has enhanced its position in its members' lives. The new GM/COO will be tasked with perpetuating that evolution at a very high level, continuing to position AAC as 'the' club of choice in the Atlanta market for both members and staff.

This is an ideal opportunity for an energized, highly competent, skilled, diplomatic and engaged leader who has an outstanding network of peers in the industry and is a long term "visionary" with a true servant's heart.

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

THE ATLANTA ATHLETIC CLUB AND COMMUNITY

Founded in 1898, Atlanta Athletic Club (AAC) outgrew its original downtown location and at its former East Lake property. As the Club's membership gradually moved northward during the late 1960's and early 1970's, the Club moved with them to its current location in Johns Creek. Today, AAC boasts two Championship golf courses, a nine-hole par 3 course, a 42,000 sq.ft. fitness center and spa, four indoor and twelve outdoor tennis courts, four pickleball courts, a significant multi-pool complex and a magnificent museum-like traditional clubhouse with multiple dining and meeting spaces.

Certainly, the history of AAC is synonymous with Championships. Most recently, the Club hosted the 20th Arnold Palmer Cup in 2017, the 114th U.S. Amateur Championship in 2014, and the PGA Championships in 2011, 2001 and 1981, the U.S. Junior and Women's Amateurs, a U.S. Open, the Mid-Amateur, the Junior World Cup, and the 1963 Ryder Cup Matches. Additionally, AAC has been the host site for several championship tennis events throughout the years.

Spanning more than 500 acres, the property that encompasses AAC is renowned for its manicured landscaping and dramatic vistas. Atlanta Athletic Club is deserving of its consistent ranking as one of the Top Ten Clubs in the United States. The greatest amateur golfer of all time, Robert Tyre Jones, Jr., called AAC his home club and served as its President in the mid-40's. John Heisman, for whom the Heisman Trophy is named, was an early athletic director at the Club. Plus, a number of well-known names in golf and tennis have called AAC their home and have added to the legendary history of the Club.

ATLANTA ATHLETIC CLUB FACTS:

- The Club's annual budget is approximately \$26M, with approximately \$3.7M in Food Sales, and \$1.8M in Beverage Sales.
- The Full Member initiation fee is \$70,000, with annual Dues of \$8,388.
- AAC is formed as a 501(C)(7), not for profit corporation.
- Approximately 59,000 rounds of golf are played annually.
- There are approximately 190 Full Time employees, and nearly 500 overall in peak season.
- There are 11 members of the Board of Directors, each serving a four-year term, which include a President and Chairman, each serving two years in those roles.

- There is an Executive Committee, comprised of the current Board Chairman, President, and Treasurer.
- Standing Committees include: Athletics, Golf, Heritage, House, Finance, Membership, and Tennis. The General Manager is an ex-officio member of each standing committee.
- The Club has a minimum \$40 per month service charge, and a \$25 monthly capital charge.
- Direct reports to the General Manager include: Director of Golf, Director of Tennis, Director of Facilities, Fitness Director, CFO, Director of Agronomy, Club Manager, Club Administrator, Membership Director

ATLANTA ATHLETIC CLUB WEB SITE: www.atlantaathleticclub.org

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The General Manager/Chief Operating Officer (GM/COO) provides quality leadership and a positive, respectful and energized image for AAC and its amenities. He/She leads with the ultimate goal to provide members and guests with premier service in fine dining, championship golf conditions and playing experiences, outstanding fitness, tennis, aquatics and other recreational amenities, and an exciting, innovative and creative calendar of club events. The Club has a year-round family focus with child minding facilities, a full time Youth Activities Director and Youth Department, and offers very well attended summer camps.

The new GM/COO at the AAC will be following a tradition of highly regarded and nationally recognized predecessors, and will continue to assure the smooth, efficient daily operation of the Club to provide the members and guests with the environment for which the club is renowned in a highly respectful, engaging and involved manner, recognizing his/her positive impact on the senior staff and associates by doing so.

He/She will oversee a top-flight food and beverage operation, with properly priced, appealing menus, and featuring exemplary service. Outstanding food and beverage operations are critically important to support the cornerstone of AAC's great heritage and reputation in golf and athletics. The GM/COO will interact closely with members to address and evaluate suggestions, ensure general service delivery, maintain employee attitude, oversee maintenance, and ensure a positive appearance of the facility.

Clearly, golf has been the foundation of AAC since its inception. The focus on growing the game and the enjoyment thereof has been paramount in the past few years, and the new GM/COO must both appreciate golf's place in AAC lore and focus and understand its role in its long-term success. There are five full time teaching professionals, a very large youth golf program that runs year round with over 200 participants, and a strong guest and Monday outing program, which is a key financial contributor. Finally, like many of the key senior staff, the Director of Golf is a long tenured key member of the team, a strong mentor and Master Professional.

Self-improvement programs in all areas of recreation at the Club---tennis lessons, golf lessons, personal training, etc., provide over \$1M in revenues, and must continue to be a key focus and driver to success and enjoyment.

The GM/COO will ensure that a premium group of senior staff is in place to lead their respective departments, and that they have clearly defined goals and objectives, and are held accountable to achieve these memorialized targets. The GM/COO coordinates with the President, as appropriate, on department head compensation, benefits, performance appraisal, disciplinary, and other significant personnel actions, ensuring that AAC is competitive to its key comparable club set. The GM/COO conducts interviews and appraises applicants key positions, and exercises final approval authority over all senior staff and other 'high touch' position hiring.

Importantly, the GM/COO ensures that appropriate and necessary commitment is in place for the training and further development of all senior staff, department heads and other personnel, recognizing that top tier delivery and consistency of the member experience at AAC is paramount to meeting its ultimate 'brand' mission. Of further note is the fact that there is an exceptional senior leadership team in place who are fully committed to the Core Values of AAC --- R.I.S.E.: Respect, Integrity, Sincerity and Enthusiasm with a Service Philosophy of "Everything Matters," which they all help to create and perpetuate each day.

The GM/COO is responsible for maintaining a positive and healthy working environment throughout the Club, one that is free of safety risks and all forms of harassment. The GM/COO must be a naturally approachable, interactive, engaged leader who personifies the culture of AAC by the way he/she conducts him/herself. The GM/COO is personally involved and sincerely 'engaged' in front of house matters in all areas of AAC operations, recognizing the need to be an active and positive 'face' and ambassador of the Club.

The GM/COO is ultimately responsible for the approval of contracts, and overall expense management as well as revenue generation to deliver on the 'brand' goals of AAC, through close coordination with the Board of Directors, and is clearly in charge of all operational decision-making and outcomes at the Club.

The GM/COO conducts orientations for all new club members which total 70 – 100 annually. He/She leads the new board member orientation and works with the President to lead an annual new committee member orientation. He/She keeps the President and other members of the Board's Executive Committee and Board informed of all significant, or potentially significant, operating matters and problem areas.

The GM/COO assumes primary responsibility for all Club administration, community relations, and national and international ambassadorship, representing AAC to key golf and other industry related groups. This latter activity is of particular importance to AAC, as its preeminent role in golf is a critical success factor for the Club, especially as it relates to positive relationships with the PGA, USGA and Georgia State Golf Association, among many others.

The GM/COO provides for the security of the Club, its environs and members' and staff's belongings, while ultimately responsible for the general care, maintenance, and upkeep of the physical plant and facilities, to ensure that appropriate monies are available for said upkeep. He/She recognizes that AAC's standards of care for its assets should be at the highest levels possible and should always represent the Club and its 'brand' image. He/She is the primary interface with appropriate individuals and organizations of all types that are involved with the various golf and tennis events and championships, being sure that the Club interests are properly protected and furthered.

Ultimately, the GM/COO is expected to attend and actively 'partner' in all meetings with the Board of Directors and those committees to which he/she is designated an ex-officio member or is desired as a participant. The GM/COO role at AAC is NOT a caretaker role, but rather one where he/she is expected to be the true business leader of this major club operation and needs to be appropriately assertive as an "expert" in his/her areas of oversight and accountability, providing well-reasoned recommendations and "own" the role.

CANDIDATE QUALIFICATIONS

Candidates should have:

- A minimum of 10 years of progressive experience as General Manager in a hospitality environment, preferably a member-owned club, with a leadership role relative to management across diverse range of amenities (e.g. – tennis, aquatics, golf, fitness/spa), as well as food & beverage and significant family programming.
- Involvement with traditional, member-driven, golf and country clubs with top reputations is most attractive.
- Proven leadership qualities with demonstrated ability that would allow one to believe that he/she can effectively direct, coordinate and control all facets of a full service, high volume private club with approximately an \$26M operating budget and 1,890+ members.
- An especially strong set of professional credentials in all significant, full service club operational and strategic planning competencies.
- Sound overall financial management and administrative skills with particular strengths in the internal controls, financial controls, general accounting, budgeting, management information, and critical success path planning areas.
- Exceptionally strong communication skills, both written and verbal, with the distinct ability to function effectively before a wide variety of groups and forums. Communication with members and personal visibility are extremely important aspects of the General Manager's responsibilities.

- Personal interest in golf, and a deep understanding of golf and its history and traditions is of particular interest in the AAC setting, due to its long-standing and future involvement in championship golf events. Having experience in significant golf tournaments and/or championship is a plus.
- Experience relative to fitness offerings, including gyms, aquatics, and spas, is relevant. Significant exposure to tennis and golf, and maintenance of each, along with pro shop and play/experience dynamics, would be helpful. With responsibility of the GM/COO to lead these key success factor amenities, someone with the business sense to ensure high-performance of each asset is much preferred.
- An overriding sense of quality consciousness that pervades every part of the club's operations, both within and outside the clubhouse. This includes most importantly a well-selected, competently trained, high quality, courteous and efficient staff. The need is for an accomplished team builder, as well as a passionate, charismatic and dynamic leader.
- Strong prior experience in coordinating and overseeing major club improvement projects, especially as these relate to construction and renovation. It is likely that a number of significant capital projects, in addition to a large annual cap ex program, may occur in the next few years
- A strong network of contacts within the golf and hospitality industry for networking and data collection, comp set comparison and various other disciplines.
- A take-charge person with exceptional passion for AAC. Highly visible to the membership and staff alike, approachable, mature (not necessary in age), and well-rounded as a manager and leader.
- Able to effectively use the Board as a sounding body and raise issues with the Board of a policy nature, presenting alternatives as well as advantages and disadvantages. An enthusiastic supporter of Board decisions.
- Able to build a cohesive management team, which functions well on behalf of the membership as well as with mutual respect for each other.
- Capable of a high degree of initiative and resourcefulness in directing the activities of a large, full service, family-oriented country club; able to present a consummately professional image to the staff, membership, and the general public.
- Decisive, a good delegator, but one who also follows up as necessary on what is delegated.
- A creative individual with good personal taste who is tactful in dealing with individuals and groups. Someone with an appropriate and respectful style and commensurate sense of humor.
- A committed doer with great drive, high-energy and staying power who, through personal example, encourages others to get things done. Possesses an elevated work ethic and instinctively knows when to be seen, regardless of day or time.
- An individual who possesses a touch of class and appropriate charisma, and is of the highest personal and professional integrity, and who is a 'fit' for the Southern Genteel style that personifies the AAC culture.

EDUCATION

A college graduate, with Certified Club Manager (CCM) designation being viewed as highly desirable.

SALARY AND BENEFITS

Open and commensurate with the geographic region and size of club operation, qualifications, and experience, with an incentive opportunity based on reasonable metrics will be developed. 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.

Preparing a thoughtful letter of interest and alignment, clearly articulating your "fit" with the profile and the above noted expectations and requirements is necessary.

Your letter should be addressed to David Smith, President, and the Atlanta Athletic Club Search Committee, and clearly articulate why you want to be considered for this position at this stage of your career and why AAC and the Atlanta area will likely be a “fit” to you, your family and the Club if selected.

Expressions of interest in this manner should be conveyed to our Firm no later than April 9, 2018. Interviews will occur in late April with the successful candidate likely in place in Summer 2018.

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 Patty Sprankle: patty@kkandw.com

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