

## **GENERAL MANAGER PROFILE: KINGS CREEK COUNTRY CLUB REHOBOTH BEACH, DE**

### **THE GENERAL MANAGER (GM) OPPORTUNITY AT KINGS CREEK COUNTRY CLUB (KCCC)**

The General Manager role at Kings Creek Country Club is a fabulous opportunity for a driven professional who wishes to lead a club in the quaint seasonal town of Rehoboth Beach, Delaware. The club has a three to five-year strategic plan (VISION 2017) to propel the organization into the future, and has approved a major capital program which will commence later this year. The Club is looking for someone to guide them through this time of change, to help them move to a true “GM Model” led operation.

### **KINGS CREEK COUNTRY CLUB**

The Mission Statement of KCCC has withstood the test of time and has helped push the club toward the future:

*“Kings Creek Country Club is dedicated to providing superior country club amenities of exceptional value, including golf, tennis, fitness, and swimming facilities and programs; a first-class dining experience and consistent service, in a warm, relaxed atmosphere for the enjoyment of our members and their guests.”*

The Club, which is surrounded by nearly 350 acres of pastoral grounds, provides a sanctuary of sorts for its members and guests. Located adjacent to Rehoboth Bay and its beaches, Kings Creek is within 150 miles of every Mid-Atlantic metropolitan area, making it one of the most desirable private equity country club communities to grace the Delmarva Peninsula.

KCCC was established for the sole purpose of serving the needs of its members by providing a wonderful member experience in a fun, unpretentious atmosphere with quality services and facilities. This philosophy, combined with a staff dedicated to nurturing the Club’s friendly and engaged membership, creates a Club that its Founding Board of Governors originally envisioned.

KCCC offers 18-holes of golf, a practice facility, and an Instruction and Learning Center plus a very active social calendar and several dining options; the Club is considered a great value in a highly desirable location. KCCC members and management are forward thinkers and have implemented the VISION 2017 strategic plan to attract new members and to continue to increase current members’ satisfaction, which is presently at a good level.

As part of the VISION 2017 Strategic Plan initiative, Club leaders determined the following objectives for the near future:

- Golf course renovations; increase course playability for all skill levels
- Clubhouse renovation; addition of outdoor dining and renovations to various clubhouse areas
- New pool house and the addition of a fitness center
- Infrastructure enhancements in various areas of the operation
- All aspects of the VISION 2017 plan are designed to both attract new members and retain current members, who enjoy a high level of satisfaction
- Improve the overall “Country Club” experience by improving processes, procedures, and overall service consistency and training

## **KINGS CREEK COUNTRY CLUB BY THE NUMBERS**

- At present, there are approximately 551 members in all categories (55 new members in 2017!)
- \$10,000 Initiation fee for full membership
- \$5,305 Annual dues for full member
- \$700 annual minimum charge
- \$50 monthly capital charge
- \$3.9M Gross revenues from all sources
- \$2.0M Dues volume
- \$1.2M F & B volume
- Gross annual payroll (labor only) \$1.7
- 17,100 annual rounds of golf
- 59 Employees (FTE) in-season; 45 (FTE) off-season
- Average age of members is 64
- The Club is organized as a 501(c)(7), not for profit organization

**KINGS CREEK COUNTRY CLUB WEB SITE:** [www.kingscreekcountryclub.com](http://www.kingscreekcountryclub.com)

## **GENERAL MANAGER POSITION OVERVIEW**

The General Manager will have responsibility for all day-to-day operations of Kings Creek Country Club. He/she will direct and administer all aspects of the operations to include amenities, staff, and all programs and activities to ensure outstanding service and member and guest satisfaction. While all typical competencies are important, our need is for a General Manager who enjoys being actively engaged, is proactive in new trends and innovations, who wants to be part of a relationship based, smaller club environment in a great community, and who has a passion for the industry. Additionally, he/she must be an individual who can recognize what is working well at present, and what needs enhancement. We are seeking an individual who can effectively “manage” the transition to this new model of governance and leadership, and who is eminently adaptable to successfully work through it.

## **KEY ATTRIBUTES AND INITIAL AREAS OF FOCUS ARE EXPECTED TO BE:**

- Outgoing service oriented personality with strong leadership skills and effective mentoring ability; someone who clearly leads by example and compels others to do so as well.
- Being an innovative and excellent communicator who can effectively engage with staff, board, and members, as well as contributors outside of the club who contribute to its success is critical.
- Ability to embrace change, both culturally and environmentally as the club will be undergoing significant renovation upon his/her arrival. One who can transition from managing/operating during construction to “anticipating a high bar of expectation and meeting it” after construction is complete; experience with capital improvement and renovations is highly desirable.
- Someone who is calming and can immediately establish credibility with the staff and can lead in all areas.
- Someone who is very professional but is also a doer – someone who is willing to roll up their sleeves and be “hands on” as needed
- Ability to set goals and execute them successfully, as well as being able to initiate change, bring the department heads together and increase the service level at the club. Process driven leadership; setting standards of performance and execution and ensuring that they are consistently maintained is critical. The Club has not run with a true GM model and there are several “gray areas” that need clarity and consistency applied to them for ultimate accountability.
- Financial and business acumen is a must and the ability to set and work within a budget is of critical importance, as is having effective financial management skills through oversight of annual operating and capital budgets.
- Establishing and maintaining a strong and highly collaborative team of department heads is critical. The team is very well regarded at present, but focus on increasing communications between the entire team and consistent protocols throughout the operation is necessary. Implementing an effective and consistent staff meeting plan and overall “team mission” focus will be important.

- Successfully implement the VISION 2017 plan while maintaining and improving membership support.
- Sincere and consistent member and staff engagement as the “face of the club.” Being highly visible, interactive, and engaging, and knowing how to balance administrative functions with key engagement opportunities is very important.
- Taking a hard look at the current organizational chart and providing the Board with a “State of the Club” after 100 days, recognizing opportunity for improvement, enhanced member and staff engagement, and overall high levels of satisfaction in the overall experience of being part of Kings Creek Country Club. If changes are desired and/or necessary to the current organizational chart, it is expected that the new GM will make a strong ‘return on investment’ case for such alterations and demonstrate how these modifications will benefit the Club.
- Strong staff leadership, volunteer “partnering” with the Board and Club Committees, and strategic planning experience will be key attributes to one’s success.
- Ensure a strong team through good hiring, training, and communication practices, and developing a culture of teamwork. Creating a club wide team orientation, talent recruitment and retention program will be important.
- Complete understanding of the Club's marketplace, location and culture and strives to position KCCC within the community as a desirable and admired Club, as well as an “employer of choice” in a very competitive, seasonal work environment.

#### **ADDITIONAL AND REITERATED CANDIDATE QUALIFICATIONS**

- A minimum of 5-7 years of progressive leadership/management experience in an active, family-oriented, private, member-owned club environment is preferred. Non-current GM’s will be considered, but only with verification of work experiences with a quality club and mentor. Non-club industry candidates must be able to portray their knowledge and strengths in working with well-intended and active volunteers in Board and Committee roles in a non-profit dynamic.
- Strong general management skills with verifiable strengths in team development, financial performance, recreational amenity management, 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 40-50 full time staff members and a \$5.0+ Million operating/capital budget.
- A network of professionals in a wide range of functional skills and disciplines within the hospitality industry that might benefit KCCC.
- Comfortable working in a more casual club environment; Kings Creek is “at the beach” for many of its members and a more “laid back, but respectful, consistent and highly service oriented” style is best suited to the Club and its members.
- Being a humble, but confident “thought partner” with the Board, and able to make decisions and recommendations based on industry knowledge, experience, and confidence in his/her own ability to deliver.
- *A verifiable history of achieving strong and positive net membership growth within changing member demographics, and ensuring strong membership satisfaction levels.*

#### **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, respectful, 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.
- Passion for the role, with a positive, thoughtful demeanor conducive to a fun, personalized member, and staff centric environment.

- A strong “bottom up” leader who recognizes and has verifiable demonstrations of his/her development of the team. Encouraging of personal growth to both personally, and professionally benefit KCCC.
- A person who can say “no” when appropriate, without alienating members or staff when doing so.
- Possessive of strong organizational skills and an obsession with details necessary to achieve high levels of quality, satisfaction, and outstanding member experiences and high levels of staff satisfaction and member engagement.
- 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.
- Someone who instinctively enjoys leading and working in a “friendly, not fancy” club environment; KCCC is the antithesis of a traditional, stodgy, or stuffy club and is not looking to change that comfortable, camaraderie-based style it is known for.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A minimum of two years of college with a focus on Hospitality Management is desirable.
- In lieu of a degree, substantial private club or hospitality industry experience will be considered.
- From the club industry, Certified Club Manager (CCM) designation is necessary with further certifications being of interest as a commitment to on-going and lifelong learning and networking.

## **SALARY AND 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.

**Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary.** Your letter should be addressed to the KCCC Search Committee, and clearly articulate why you would like to be considered for this position at this stage of your career and why KCCC and the Rehoboth Beach area will be beneficial to both you and the Club if selected.

**Expressions of interest in this role must be presented no later than July 10<sup>th</sup>. Interviews will occur in August with an expectation that the new General Manager is on board in Fall 2017.**

**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](mailto:patty@kkandw.com)

## **Lead Search Executive:**

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