GENERAL MANAGER/CEO PROFILE: THE BRIDGES CLUB AT RANCHO SANTA FE
RANCHO SANTA FE, CALIFORNIA

THE GENERAL MANAGER/CEO OPPORTUNITY at THE BRIDGES CLUB AT RANCHO SANTA FE

EXECUTIVE SUMMARY

- The Bridges at Rancho Santa Fe seeks one of the country’s most highly-regarded private club managers or club management superstar for a career-defining opportunity.

- The Bridges is one of the top clubs located in one of the premier communities in the country.

- The facilities at The Bridges are second to none: a magnificent Tuscan clubhouse sitting on a hillside looking out over vineyards; a Robert Trent Jones, Jr. designed golf course, ranked as one of the top private courses in California; a tennis center with adjacent sports courts and play areas; and a sports center with great fitness, spa, and pool facilities.

- The Club is in strong financial and operating condition with an engaged and enthusiastic membership and a very strong sense of community.

- Club ownership has just been transferred to the members. The newly elected Board wants a leader who can take a great club to the next level by building an organization that consistently delivers a truly world-class member experience across every element of the services that they offer.

KEY ATTRIBUTES AND AREAS OF FOCUS

- Proven ability to attract, retain, and develop a team that understands what constitutes a world-class member experience and is excited by the challenge of delivering at that level.

- Passion for excellence in every aspect of the business.

- The ability and desire to engage proactively with members and staff in a manner that drives high levels of engagement, excitement, and enthusiasm.

- Proven success at raising the quality and consistency of food and beverage operations to best-in-class levels and building a sustainable new member recruiting program capable of replacing the members lost each year through natural attrition.

- Uses strategic plans, budgets, and metrics to set goals, measure and report on performance, and make course corrections when needed.

THE BRIDGES CLUB AT RANCHO SANTA FE & COMMUNITY
The Bridges Club at Rancho Santa Fe is located just 20 miles from beautiful San Diego, California’s second largest city. Bordered by the Pacific Ocean to the west, the Anza-Borrego Desert and the Laguna Mountains to the east, and Mexico to the south, the diverse neighborhoods of San Diego are spread out over 4,200 square miles, offering endless opportunities for exploration and activities. San Diego’s regions are unique and diverse, from the iconic and eclectic urban neighborhoods of San Diego’s downtown to the quaint and charming island town of Coronado or the picturesque village of La Jolla. San Diego boasts blue skies, 70+ miles of majestic coastline, a gentle Mediterranean climate, and friendly locals offering a welcoming vibe.

The Bridges Club lies within the revered locale of Rancho Santa Fe, one of the most beautiful and prestigious destinations in the country. As a testament to good planning and a respect for history and the environment, Rancho Santa Fe is one of the most sought-after places to live in Southern California.

With over 550 acres of stunning, natural terrain and seven bridges, The Bridges is a world class community with over 240 residences ranging from 2,800 square foot Villas to over 10,000 square foot custom homes. The Club is home to the highest quality amenities and the most exclusive membership available in San Diego County. The gated community features a Tuscan village design anchored by a world class Clubhouse and golf course surrounded by stunning landscape with three acres of vineyards and two signature stress ribbon bridges which clear span 285 feet over deep canyons reaching drops of 90 feet.

The Bridges at Rancho Santa Fe features a naturally sculpted, world-class private golf course that is the site of the Battle at the Bridges and home to some of the greatest players to ever play the game. Designed by Robert Trent Jones II Group, this 18-hole, par-71 course boasts five sets of tees, and plays almost 7,000 yards from the tips. The course’s dramatic terrain and signature bridges are unmatched by any other course in San Diego. The steep cliffs and deep canyons evoke thoughts of such award-winning courses as Pebble Beach and Princeville. Players of every skill level find the course both challenging and memorable.

The main clubhouse at The Bridges opened in December of 2000, and in 2001 was awarded a Gold Nugget in the category of Best Public/Private Recreational Facility at the Pacific Coast Builder’s Conference. Winner of national and regional awards for its authentic, timeless design, the clubhouse is grand in scale, yet its rooms are intimate in size. Cozy rooms, including a wine loft with private dining room, men and women’s card rooms, a golfer’s terrace, and others, provide countless opportunities for members to connect.

The service and food are offered in a setting that is elegant but casual. From its commanding site at the center of the community, the magnificent 36,000 square foot clubhouse offers panoramic views of the golf course, its bridges, lakes, creeks and hillsides beyond. Certainly one of the most beautifully designed and appointed clubhouses in the country, additional features include a handsome dining room, a living room, grill room, spas, and an award-winning pro shop—all setting a new standard for clubs aspiring to world-class stature. The clubhouse keeps an active social calendar, with family dinners, holiday celebrations, cooking classes, wine tastings, poolside barbecues, and beyond.

The Bridges has three primary venues for dining, the main Clubhouse, the Sports Centre, and the Tennis and Rec Centre. The Clubhouse Grill serves up breakfast, lunch, and dinner daily, The Bridges Pizzeria is a popular hangout, and the Fine Dining Room is a perfect place for members to entertain guests or celebrate a special occasion.
The Bridges Concierge Team is trained to skillfully attend to the desires of its club members. In addition to timesaving personal assistance, members have privileged access to exclusive services and amenities, such as medical facilities, health spas, and travel including readily available private jets. The Bridges also provides several complimentary services for the member’s convenience, and is aligned with highly reputable vendors and for-hire services. Whatever members need, the Concierge Team is happy to make it happen.

The Bridges Sports Centre is a world-class health club and day spa. Opened in 2002, this 10,000 square foot facility features state-of-the-art fitness equipment, an indoor basketball court, two private massage rooms, dry saunas, an elegant outdoor pool with the feel of a private villa, a Jacuzzi, and even a casual restaurant. The Club offers a wide variety of classes and spa amenities for the wellbeing of its members.

The Club’s swim facility includes a lap pool, large sun deck with a children’s wading pool, and outdoor dining areas. The full service day-spa offers members a variety of soothing massage therapies and body treatments. Licensed estheticians are also on staff providing the most advanced facial and skin care services.

The Bridges Tennis & Rec Centre is the newest amenity. Opened in April of 2011, this five-acre site is a place where the entire family can have fun. It’s designed to be a wonderful environment for young children and teenagers, while also serving as a private setting for adults to enjoy both food and recreation.

THE BRIDGES CLUB BY THE NUMBERS:

- $125,000 Initiation Fee
- $26,928 Annual Dues
- $13.4M Gross volume
- $8.5M Annual dues volume
- $2M Food & Beverage volume
- $5.4M Gross payroll
- 290 Golf memberships
- 140 Employees

THE BRIDGES CLUB WEB SITE: www.thebridgesrsf.com

GENERAL MANAGER/CEO JOB DESCRIPTION

- The General Manager/Chief Executive Officer (GM/CEO) of The Bridges Club at Rancho Santa Fe is responsible for managing all aspects of the club, including its activities and the relationships between the club and its Board of Directors, members, guests, employees, community, government, and industry. The GM/CEO coordinates and administers the club’s policies as defined by its Board of Directors.

- The GM/CEO develops operating policies and procedures and directs the work of all department managers. He/She is responsible for the financial and operational stability of the Club and other external activities. The GM/CEO implements and monitors the budget, monitors the quality of the club’s products and services, ensures maximum member and guest satisfaction, and plays an active role in recruiting and onboarding new members. The GM/CEO secures and protects the club’s assets,
including the focus on maintaining quality facilities, safety, services and programs throughout all social and recreational offerings.

- The GM/CEO reports to the president of the Board of Directors.
- The GM/CEO directs a staff of over 140 team members in all departments and directly supervises the Associate Manager/Controller, Food and Beverage Director, Membership Director, Events Manager, Director of Golf, Golf Course Superintendent, Recreation Director, Communications Manager, Sports Centre Director, and Executive Secretary.

**Primary accountabilities of the GM/CEO include:**

**Leadership**

- Lead the development of a vision for the Club that resonates with a membership that is diverse in terms of age and interests and then the strategic and operating plans required to deliver against that vision
- Develop a culture of service excellence equal to that of the best private clubs in the country
- Recruit, develop, and retain top-quality staff members who are committed to and passionate about delivering world-class service
- Play an active and personal role in driving best-in-class levels of member and staff engagement and enthusiasm
- Establish a strong, collaborative relationship with the Board of Directors based on trust, transparency, and open communications

**Financial Management**

- Lead the development of strategic and operating plans and budgets
- Lead regular reviews of financial performance vs. goals with the Board, department heads, and relevant staff. Take corrective action as needed to operate within established financial constraints
- Ensure effective financial controls are in place and operating

**Operations Management**

- Put the metrics and processes in place to insure the highest levels of service and quality are delivered across all areas of club operations. As a top priority, improve the quality and consistency of food and beverage operations to deliver fine dining restaurant experiences at all of our food service venues. Ensure the consistent delivery high quality and varied food, top shelf wines, liquors, and spirits, and the superior hospitality, ambience, and service equal to the best private clubs in the country.
- Play an active and personal role in attracting and onboarding new members and driving member engagement and enthusiasm to best-in-class levels
• Develop and implement programs to recruit, train, develop, and compensate staff and manage their performance

• Insure the Club is operating in accordance with all applicable local, state, and federal laws

• Insure the Club is auditing appropriately against all areas of material operating risk.

CANDIDATE QUALIFICATIONS

The ideal candidate will either be a sitting GM/CEO of a Top 75 Platinum Club of America or be viewed as a club management “superstar” with a minimum of 5-7 years of highly successful, progressive management experience in a top tier private club.

The ideal candidate will possess the following critical qualifications:

• Strong financial and budgeting acumen,
• High energy and genuine desire to interact actively with the membership on a professional and hospitable level.
• Proven ability to attract new members
• Demonstrated skills in fine food and beverage operations.
• A proven record of strong operational management skills
• An impeccable attention to detail.
• Sound understanding of the regular investment requirements in the core activities of golf course management and the Club’s other physical assets
• Ability to play and passion for/understanding of the game of golf is a plus

In addition, the successful candidate will possess a wide range of necessary leadership personality traits, knowledge, abilities, working norms and skills necessary to effectively lead the organization.

• **Integrity**: establishes and maintains the Club’s core values and guiding principles; is genuine and authentic and capable of ‘straight talk’ communications at all times; is the consummate ambassador for the club in all settings; is a credible leader who maintains the right balance between consistency across the membership as a whole and individual member needs and interests

• **Member Focus**: is dedicated to meeting the expectations and requirements of the members and their guests; gets first-hand member information and uses it for improvements in products, programs and services; always acts with the members in mind; establishes and maintains effective relationships with members and gains their trust and respect.

• **Execution**: achieves desired results; establishes clear goals, objectives and timelines for the team; holds self and team accountable; inspires a commitment to tasks and knows how to get things done; gets whole team aligned when necessary and knows how to “close the deal.”

• **Decision Quality**: makes good timely decisions; based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; always sought out by others for advice and solutions.

• **Hiring and Staffing**: has a nose for talent; hires best people available from inside or outside; knows where to search for talent; is not afraid of selecting strong people; assembles talented team members who work well together as a high performance team.
• **Developing Direct Reports and Others**: provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of person’s career goals; constructs compelling development plans and executes them; pushes people to except developmental moves; will take on those who need help and further development; CEO operates with developmental system in the organization; is a people builder and “multiplier.”

• **Detail Oriented**: recognizes that developing and following precise procedures, policies and metrics within an organization is **essential consistent performance**. Possess and trains staff to instinctively see everything through the lens of a member or guest.

• **Charisma**: possess a strong, savvy executive presence and **confident** leadership style.

• **Action Oriented**: enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; seizes more opportunities than others.

• **Change Management**: anticipates changing trends in the environment. Harnesses ongoing and updated tools to build organizational capacity and reliability. Engages staff and workforce through timely communication of priorities and is able to make the right tradeoffs. Instills the right urgency to move organization toward continuing progress and new outcomes.

• **Innovation and Creativity**: is good at bringing the creative ideas of others to market; has good judgment about what new things and suggestions will work; can facilitate team brainstorming; can project how potential ideas may play out to the clubs advantage.

• **Comfort around Volunteer Leadership**: can deal and interact with members; can present to members without undue tension and nervousness; understands how members think, work and present ambiguities; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches seen as appropriate and positive.

• **Listening**: practices attentiveness and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

• **Patience**: is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; and follows established process.

• **Time Management**: uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time that others; can attend to a broader range of activities.

**EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A Degree in Hospitality Management or equivalent is preferred and an advanced degree or certification is favored, such as a CCM and CCE certification.

**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@kopplinandkuebler.com

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