General Manager Profile: Santa Lucia Preserve
Carmel, CA

The Santa Lucia Preserve ("The Preserve") is a private community nestled in the Santa Lucia Mountains and is just minutes from California’s fabled Highway 1 and popular tourist destinations Carmel-by-the-Sea, Monterey and Big Sur.

Considered by Travel & Leisure to be one of the nation’s most treasured communities, the Santa Lucia Preserve encompasses the last of central California's great Mexican land grants.

The Preserve is an owner-governed community that is dedicated to appreciating and respecting the natural beauty of The Preserve and its geographical, historical, and cultural setting. The Preserve's 20,000 acres are home to a lively community of 300 families and property owners.

They relish living, learning, playing and sharing with family and friends in the middle of a national park. They are sheltered from the ocean fog by the surrounding mountains; the pleasant year-round climate allows the families to enjoy a rich diversity of outdoor recreation, entertainment, cultural events and quiet relaxation.

This is a closely-knit community which shares stewardship of the land and its traditions. Part of the community is the Santa Lucia Conservancy which protects the Preserve's landscape through permanent conservation deeds and easements on 90 percent of the land. These 31 square miles of oak woodlands, savannas, grasslands, wetlands, redwood forests and stands of Monterey pine rise from 100 to 3,000 feet above sea level. They hold 54 distinct habitats virtually hidden from outside view by the surrounding ridges of the Santa Lucia Range, which plunges into the sea at Big Sur.
The Preserve has a strong culture, the cornerstones of which are a reverence for the majestic landscape of California’s coastal foothills, a respect for the rich Spanish/Mexican traditions of Monterey history and a joy in the pleasures of sharing unique experiences with family and friends. It is unlike any other residential community in the Nation.

Amenities:

- The Ranch Club is considered the family hospitality, recreation and social center of The Preserve. Its amenities include the 1920’s Hacienda, providing lodging and fine dining for members and their guests.
- The Preserve Golf Club is comprised of a Tom Fazio designed course, a Clubhouse which sits on a knoll overlooking the 1st tee and 18th green providing dining and social activities, and a passionate membership not to exceed 300 equity members.
- The Sports Center offers a variety of outdoor recreation and fitness activities including an aquatic center, a tennis center, and fitness equipment.
- The Equestrian Center provides boarding, trail rides, and a variety of training areas for members and their guests. Other amenities include an 18 acre lake, 100 miles of hiking and biking trails and campsites.

Please visit the website at: [www.santaluciapreserve.com](http://www.santaluciapreserve.com)

View The Preserve Magazine [here](http://www.kopplinandkuebler.com).
Santa Lucia Preserve

The G.M. directs and administers all aspects of the operations of the clubs, including food and beverage, hospitality, events, fitness activities and facilities, equestrian, golf, membership, housekeeping, maintenance, grounds, infrastructure and amenities.

The G.M. prepares the annual operating and capital budgets for each department in conjunction with the C.F.O., and after C.O.O. /Board approval, achieves the financial goals throughout the year, through proper forecasting, revenue generation, cost controls and labor management.

The G.M. provides leadership, manages, develops and trains the teams of each department to ensure exceptional service, as well as motivated and engaged employees. He/She is responsible for creating, implementing and maintaining accountability for the standard operating procedures for each department/function.

The G.M. recognizes and proactively anticipates trends and impacts to the Preserve. He/Shes will ensure the Community is protected with sound decisions and actions and is required to maintain the highest level of professional conduct and standards.

Responsibilities are carried out as directed by the Chief Operating Officer with general supervision and in accordance with Santa Lucia Preserve Company policies, procedures, and standards and in compliance with current laws and regulations established by Federal, State and local regulatory bodies. Employment at The Santa Lucia Preserve is at-will.

SUPERVISORY RESPONSIBILITIES:
All Ranch Club and Preserve Golf Club Department Managers including:
- Food & Beverage
- Equestrian
- Resident Services
- Golf Operations
- Grounds & Greens
- Hacienda & Golf Clubhouse
- Membership
- Recreation

COORDINATION RESPONSIBILITIES:
- The Ranch Club Board
- The Preserve Golf Club Board
- Entity Directors and Managers
- Risk Management Committee
- Additional Advisory or Ad Hoc Committees as needed

ESSENTIAL DUTIES AND RESPONSIBILITIES:
Include the following. Other duties may be assigned.

MEMBER RELATIONS and SERVICES:
- Provides highly visible, positive leadership and interaction with the Members and their guests.
- Proactively demonstrates dedication to providing creative, evolving programs and activities that reflect the traditions and culture of The Preserve, while staying relevant and responsive to the Membership’s input and the demographics of the participants.
- Assures the excellent quality of service, amenities and efficiency of operations on a daily basis, providing a superior experience specific to The Preserve.
Santa Lucia Preserve: General Manager Position Profile

- Ensures that Members have opportunities to provide input and suggestions regarding all aspects of the Preserve along with C.O.O. addresses and resolves Member concerns proactively and promptly.

EMPLOYEE RELATIONS:
- Demonstrates strong leadership and exemplifies behaviors and values for direct reports and teams.
- Provides strong clarity of goals and objectives in line with The Preserve objectives and values. Recognizes respects and supports the contributions and successes while maintaining strong accountability for all team members.
- Recognizes the importance of staff recruitment and retention. Interviews and appraises applicants for key positions, ensures that appropriately skilled, trained and competent managers and team members are in place in each department. Develops and implements succession plan for key roles.
- Invests in the training of each direct report, sets standards of performance, consistently provides feedback and conducts regular performance appraisals.
- Follows The Preserve policies for employees and procedures for coaching, counseling and discipline.

FINANCIAL MANAGEMENT:
- Prepares yearly goals and objectives and the annual operation and capital budgets for each department, in conjunction with the C.O.O. & C.F.O.
- After budget approval, manages to budget.
- Is regularly conversant with C.O.O. and the Boards regarding results as compared to budget and provides accurate and timely reports as appropriate.
- Provides budgetary guidance to all direct reports who have financial responsibilities for P & L’s, ensuring that the team is aware of goals and expectations. Holds the team accountable for fiscal results.
- Ensures effective internal controls and cost-effective procedures and systems related to payroll, purchases, inventories, supplies are in place.
- Involvement in contract negotiations and maintains strong relationships with vendors and service providers to help achieve business goals.

COMMUNICATION:
- Recognizes and embraces opportunities to engage in ongoing dialogue and personal interactions with Members. Is a conduit for information exchange; effectively gathering and disseminating information critically important to determining majority interests and desires within the Preserve. Is an active listener, who also conveys articulate information.
- Communicates initiatives, promotions of events and matters of importance well in advance to Members and Community with well-conceived verbal and written communication.
- Clearly and regularly communicates with direct reports and teams; with open and honest dialogue. Relays information to employees, specifically as it relates to organizational strategy and objectives. Continuously looks for ways to have a well-informed team which is effectively able to meet expectations.

MANAGEMENT
- Proactively identifies strategies, policy changes and business trends that are important to the well-being of the clubs and offers recommendations and solution to the C.O.O., the Boards and/or appropriate committees. Participates with strategic and long-term visioning, planning, branding and developing efforts, ensuring that the Clubs continue to evolve while maintaining traditions and fundamental values.
Santa Lucia Preserve: General Manager Position Profile

- Delegates appropriate responsibility to department managers, yet remains responsible for all operations of his area of responsibility.
- Ensures innovative and well-promoted events and activities for the family, social and recreational functions and traditions, working closely with the department managers to create unique experiences.
- Oversees golf operations and maintenance; working closely with the golf professional and the superintendent to provide superior service and maintain outstanding course conditions.
- Maintains responsibility for the general care, maintenance and upkeep of facilities, ensuring that appropriate funds are identified and provided for upkeep. Is actively involved in planning, communication, contracting, execution and supervision of capital projects.
- Furthers his/her own professional development to enhance his/her value to the Preserve and promotes similar professional development to the team.
- Ensures that all operations are managed with exceptional integrity, sound business practices and principals in an honest and forthright manner.
- Is familiar with all bylaws, company policies, local, state and federal laws as they pertain to the Preserve & community, the employees and assures that operations are in accordance with such laws.

Candidate Qualifications

ESSENTIAL

- 3-5 years of relevant G.M. experience; with strong professional credentials in private, equity, member-owned club and community environment(s) demonstrating the required knowledge, skills and abilities.
- Strong general management and administrative skills with demonstrated strengths in team development, financial performance, recreation management (golf, tennis, fitness and others), quality food and beverage programs, superior member and guest service, strategic planning, project management and a proven track record of achieving goals and objectives.
- Outstanding leadership qualities; demonstrated ability to direct a multi-faceted a private club / community with a multi-million dollar operating budget.
- Strong communication skills, written and verbal, with a presence and ability to interact effectively with Members, staff, vendors and people in the greater community.
- Strong technical literacy, including Microsoft Outlook, Word and Excel, Power point presentation software, payroll management and point of sale systems.

DESIRABLE

- Bilingual (English – Spanish)

PERSONAL CHARACTERISTICS

- Integrity, honesty.
- Excellent, expressive, verbal & written communication skills.
- Great listening skills.
- Ability to “style-flex” to accommodate assertive owners with strong opinions.
- Public relations dexterity for outreach to surrounding communities, special interest groups and government agencies.
- Capacity to support department managers and staff with resolving Owner issues.
Santa Lucia Preserve: General Manager Position Profile

- Skill at conducting Owner/Member meetings and managing Boards of Owner-Directors.
- Deep appreciation for the Mission, Vision and Values as well as the SLP history, environmental goals and culture.
- Accessible, open and demonstrate a compassionate, supportive, inclusive management style.
- Ability to set priorities and decide what is most important for the company; effectively communicate these priorities
- Personality to balance respect for and from the owners and non-owner members.
- Great respect for landscape and nature, regional history and traditions and the risk, effort, insight and creativity of those who founded the Preserve.
- Confident humility
- Inner-directed, self-satisfied ego which does not need undo reinforcement.

This position is immediately available.

Education

A Bachelor’s degree

Salary & Benefits

Salary is open and commensurate with qualifications and experience. The Preserve, along with the benefits, offers an excellent performance bonus and benefit package.

Application

We prefer to have you upload your resume and cover letter (in that order) to our resume service. Please note that you should have your documents fully prepared to be attached when prompted for them.

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)

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 here.

Click here to upload your resume and cover letter.

If you have any questions please email Nan Fisher: nan@kopplinandkuebler.com

Lead Search Executive on this search is:
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