

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: BLACKHAWK COUNTRY CLUB DANVILLE, CA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT BLACKHAWK COUNTRY CLUB

One of the East Bay's most desirable club communities, Blackhawk is an exceptional opportunity for a proactive, strategic, visionary leader who has a history of creating high-performing teams, being on the forefront of trends and leading in a CEO-like manner. Understanding modern club metrics to success, instilling a high level of member and staff engagement, and developing capital strategies modeling for long term financial success is important to this role.

Located in one of the most beautiful areas in the State, Blackhawk has a history of tenured leadership and a very active and supportive membership. This is one of the more significant opportunities to come open in the State and leading a club that has seen an amazing influx of new, younger members over the past five years is an ideal foundation for a long-term future 'home' for the selected candidate. Blackhawk is a special place looking for a special leader!

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

ABOUT BLACKHAWK COUNTRY CLUB AND COMMUNITY

Blackhawk Country Club is steeped in history dating back to the Native American's that inhabited the lands. In today's world, Blackhawk stands alone in many ways. This private, member owned club is one with the land and is a tradition like no other, and both members and staff view it as a great "family" environment.

Blackhawk is proudly recognized as a Distinguished club of America and in 2019 was named one of America's Healthiest Clubs. The Club has enjoyed the influx of over 378 new member families in 2021 as they have a large number of outdoor recreational and dining spaces and were very successful being a 'safe harbor' to members during that time.

Members and guests enjoy two 18-hole par 72 courses in the Falls and the Lakeside tracks. The Lakeside course has been rated as one of the "ten most difficult courses in Northern California," and both courses provide dramatic landscapes and stunning vistas over the bay area.

The new Fitness and Wellness Center is conveniently located near the sports complex and offers indoor and outdoor exercise studios, locker rooms, steam rooms, massage therapy, state of the art equipment as well as free classes in spin, yoga, barre and more in addition to personal trainers. The Club is home to a variety of aquatic programs also located at the Club's Sports Complex facility. Many of these programs are offered year-round and this pool offers ten (10), 25-yard competition lanes for swimming as well as a competition one-meter diving board. The Sports Complex Pool is active in aquatic programs which include adult swim, aqua aerobics, private and group swim lessons, swim clinics, and a competitive swim team, The HOX.

Blackhawk's award-winning tennis facility offers 18 hard surface courts, 11 at the tennis villas and 7 at the sports complex. The Tennis Villas, which are located outside of the main Blackhawk community, provide a clubhouse with locker rooms and a well-stocked pro shop as well as 2 racquetball courts and basketball and 6 pickleball courts. The sports complex offers stadium seating in addition to 6 new pickleball courts and basketball. Three bocce courts have also been added and over 900 members participate in the program.

Blackhawk Country Club features stellar social events and the two clubhouses are the center to much activity. The Lakeside clubhouse is the primary of the two and has multiple dining venues overlooking the lake, course, and mountains, and is where many of the banquet events take place. The Falls clubhouse is at a much higher elevation and features dramatic vistas. The 40,000 square foot Lakeside clubhouse offers three dining venues and bars in addition to meeting and banquet facilities. The more casual Falls Clubhouse offers dining with breathtaking views of the San Ramon Valley and offers indoor and outdoor seating.

BLACKHAWK COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately: 1,573 Members in all membership types.
- Initiation Fee for 2022 - \$60,000
- Annual Dues – \$17,016 for 2022
- 36 holes supports nearly 64,500 rounds of golf for 2020 and nearly 70,000 rounds in 2021
- Annual Gross Volume of all revenues – approximately \$25M
- Annual Dues Volume – approximately \$12.7M
- Food and beverage volume: approximately \$6.2M (pre-COVID); approximately 70% from ala carte dining
- The Club is organized as a 501(c)(7) and is a not-for-profit corporation
- There are 9 voting Board Members each serving three-year terms, as well as Standing Committees: Finance, Membership & Marketing, Legal & Bylaws, and Long Range. Advisory Committees: Family Experience, Food & Beverage/House, Golf, Green, Swim/Fitness/Bocce, Tennis/Pickle Ball
- The Club uses ClubEssentials for POS and Accounting

BLACKHAWK COUNTRY CLUB WEB SITE: www.blackhawkkcc.org

GENERAL MANAGER/CHIEF OPERATING OFFICER - POSITION OVERVIEW

The Board desires a GM/COO who functions in a CEO-like fashion, working very closely with the Board of Directors of the Club, and leading an active number of committees. The GM/COO is looked upon as the “face” of Blackhawk Country Club and, in partnership with key volunteers, is a primary visionary to ensure that BCC consistently executes at an exceptionally high-level culture of positive, personalized service. This “lead by example” GM/COO will be coming into a role and Club that is not broken but will continue to look to enhance and elevate the overall membership and staff experience, and to be an “employer of choice” within a highly competitive hospitality community.

The Board is highly desirous of ensuring that they stay in a governance, policy, and evaluation ‘lane,’ while the GM/COO handles all operational matters and is an active thought partner on strategic and policy matters, and sets clear accountabilities for the leadership team, many of whom have been part of the Blackhawk “family” for many years. Having a strong and verifiable history of performance management and accountability system, innovative technology installation and other processes to leverage high tech to improve ‘high touch’ with members is important. All of this being done in a highly respectful, fair, diplomatic, and nurturing manner.

Significant to the new GM/COO’s success is the ability to understand the unique nature, likely through current or previous first-hand experience, of residential community clubs and the significant usage and relationships that develop in club communities. Certainly, a key to his/her success is putting members first, and recognizing that the foundation of staff support, mentorship, clear direction and “walking the talk” and “being present and approachable” in his/her natural and engaging style.

The ability to manage expectations at a high level of dynamic leadership and reasoning is critically important, but a fair amount of that is accomplished simply by being present, approachable, accessible, diplomatic, and by having the necessary “gravitas” to be viewed with confidence by all constituencies. High EQ is as important as any experience and more tangible competency in the successful in new GM/COO.

Possessing the intellectual firepower to hold your own in an environment populated with highly successful members with great expectations is crucially important and may be achieved by approaching it with just the right amount of sophistication.

Paying attention to the details of maintenance, SOPs, overall member experience, staff culture and other key areas of success is critical. Clearly, outstanding communication skills, especially the demonstrated ability to listen and respectfully respond is essential to success at Blackhawk.

As with many club communities during COVID, Blackhawk has experienced a large turnover of membership over the past few years and being able to help evolve the culture and vision of the Club as it further establishes and cements its role as “*the*” preeminent active lifestyle club and community in the East Bay and northern California market. Helping to manage change and drive thoughtful strategic and capital plans to meet this vision are critical success factors of the new GM/COO. ***Being the proactive staff leader of the organization in this regard is hugely important.***

Key attributes, characteristics, experiences, and style of the successful new leader include:

- Being a naturally “positive, energized, aspirational” leader who understands the dynamics of a family-oriented club, and who can and has effectively led evolving, diverse age demographics to harmonious and supportive enjoyment of their club.
- Possess a deep knowledge in active club operations, with especially strong F & B skills as well as strong financial acumen, an appreciation of modern performance management systems and technology.
- Possessive of a strong record of selecting and developing talent in club senior leadership roles, and helping those departmental leaders continuously develop themselves and their respective staffs in a desire to create a culture of continuous evolution to excellence in execution and delivery. Active mentoring and developing the senior leadership team is important.
- Financially astute and able to effectively guide a spread out, multi-camps property and \$25.0+M operation, likely to increase in overall revenues at the completion of the next major capital plan, which will be primarily focused on clubhouse updates.
- A track record of results in governance/leadership partnership with active Member Boards.
- Actively participating and thought partnering with the Board, Committees, and contributors to BCC’s success. Ultimately, the goal is to allow members to be members, enjoying their time and volunteer contributions, and not making operating decisions but being policy makers and strategic partners instead.
- Active involvement in CMAA or similar organizations where he/she has a strong network of peers, and can stay actively abreast of the industry, trends, and opportunities for Blackhawk to stay relevant
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say no when appropriate without alienating members or staff while doing so. Being respectfully confident and connected to the membership and team is critical.
- Having experience and skills in creating and implementing strategic plans; anticipating how the Club continues to evolve is important, as is being actively ‘networked’ in the industry to the point of being on the forefront of trends in clubs, communities, and economic cycles.
- Success in a similar quality club that has a verifiable history of strong member satisfaction and support.
- Clearly possessive of a strong visionary sense, with a strategic, intentional, and educational style is critical.

INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

- Meet and sincerely interact with and engage as many members as possible, “*be present!*” Build trust whenever and wherever possible, schedule interactive times and follow up on details. Be involved, engaged and approachable to both members and staff.
- Create, gain “buy in” and execute a performance management system focusing on departmental leaders and their accountabilities and priorities (which they want as well), in conjunction with focus and creation of a strategic plan with the Board and appropriate Committees. Included in this system is your own matrix of goals and responsibilities/accountabilities along with a plan as to how and when you will keep the Board informed of progress and outcomes.
- Understand, embrace, and execute the Board’s vision and strategy, with conviction, passion and energy in a manner that clearly conveys high value back to the membership. Begin to evaluate all amenities, programs, processes, and staff, recognizing that a plan needs to be created to address any areas of underperformance or condition. Helping the Board define the identity and brand of Blackhawk as it moves to the future is important to success in this role.

- Spend time with the team, especially senior staff in all areas of operations and at the multiple clubhouses, getting to know them, evaluating their abilities, and aspirations, ensuring that they and their respective teams have clear expectations and accountabilities in place. Understand and develop, if necessary, an employee appreciation program that supports an employer of choice culture.
- Develop a report to provide the Board with a thoughtful “State of the Club” analysis following ninety (90) days of overview and insight. This document will be part of the roadmap to success, staff, plan, budget and other tactics and strategies for short and longer-term goals and should clearly spell out recommendations and opportunities to ensure first class delivery of a highly consistent member experience in all areas. The focus on the “First Class Experience at BCC” expectation is critical, as is ensuring that it is seamless in its delivery in every department, all of which have complete reporting responsibility to the GM/COO. *Part of this evaluation is an overall organizational chart review and validation as there may be areas not well covered or developed in the current organization.*
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of utmost importance to the membership and meeting a majority of members’ expectations in this area is a critical success factor.
- Involvement and leadership on a strategic level is a critical success factor and priority as the Board is very aspirational and needs its operational leader to drive positive evolution and change.

CANDIDATE QUALIFICATIONS

A minimum of 5-7 years of progressive leadership/management experience, preferably in a GM, COO or Executive Director role in a lifestyle centric, private member-owned country club with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar quality environment, with demonstrated understanding of leading the effectiveness of volunteer boards and committees. True ‘rising stars’ from the club industry who have been verifiably well-mentored, will also be considered.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management. In lieu of the degree, substantial hospitality experience will be considered. Credentials from the hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.

CLUB COVID REQUIREMENTS

This club does not require staff to be fully vaccinated as a provision of employment and does follow all federal and state mandates.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff 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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Jayne Hegenbart, Search Chair and the Blackhawk Country Club Search Committee and clearly articulate why you want to be considered for this position at this stage of your career and why Blackhawk CC and the Bay area of CA will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than January 15, 2022. Candidate selections will occur in early February with first Interviews expected mid-February and second interviews a short time later. The new candidate should assume his/her role in Spring 2022.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name Resume”

“Last Name, First Name Cover Letter - Blackhawk”

(These documents should be in Word or PDF format)

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle at patty@kkandw.com

Search Executive:

Kurt D. Kuebler, CCM

Partner, KOPPLIN KUEBLER & WALLACE

561-747-5213 – Jupiter, FL

kurt@kkandw.com