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GENERAL MANAGER OF CLUBS PROFILE: THE SANTA LUCIA PRESERVE CARMEL, CA

THE GENERAL MANAGER (GM) OPPORTUNITY AT THE SANTA LUCIA PRESERVE

The Santa Lucia Preserve is unique in so many ways...a 20,000-acre retreat on Monterey Peninsula, one of the most beautiful areas of the United States, 18,000 of which are conservancy protected; it is home to two private clubs featuring equestrian, exceptional "Top 100" Tom Fazio-designed golf, multiple top amenities and lodging accommodations. The General Manager of Clubs will report to the CEO of The Preserve, who leads or interacts with six separate boards who have responsibility for the entirety of the community.

The General Manager will essentially be responsible for all club operations---golf, F & B, lodging, programming, activities, resident services, and overall coordination of all amenities---between the two clubs, coordinating closely and being a true "thought partner" of a high performing Executive Team that also includes the CEO, CFO and COO (who oversees non-club community operations).

This is an exceptional opportunity for a highly engaged and front-facing, interactive, innovative, capable hospitality leader who wants to live and work in this special environment! Ultimately, we are looking for someone with long-term interest and capability to one day become the CEO of The Santa Lucia Preserve!

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

MORE ABOUT THE SANTA LUCIA PRESERVE

The Santa Lucia Preserve (The Preserve or SLP) is a member-owned private community with nearly 300 homesites. The Preserve has a rich history dating back to the Native American Indians who originally inhabited this land. During the Roaring Twenties, George Gordon Moore, rumored to be F. Scott Fitzgerald's model for the iconic *Great Gatsby* character turned the ranch into a gentlemen's paradise for the rich and famous. Beginning in 1939, business tycoon and avid sailor, Arthur Oppenheimer, bought the property, reverting it to a private working ranch for a half century, prior to The Santa Lucia Preserve being established in the 1990's.

Located at the heart of The Preserve through an oak-lined tree tunnel, The Ranch Club features a Spanish Colonial style Hacienda. The Hacienda offers fresh farm to table cuisine, and overnight accommodations for guests. A state-of-the-art fitness center, tennis, pickleball and bocce courts, outdoor resort style swimming pools, a large and well-designed Equestrian Center accommodating upwards of 60 horses, an 18-acre recreational lake, complete with luxurious "glamping" sites, plus nearly 100-miles of trails to explore on foot or horseback. Additionally, The Ranch Club has a significant event barn that has hosted everything from family events to weddings and holiday parties. The Club has a unique and special garden, maintained by a local farmer, where beautiful flowers, herbs and vegetables are grown for member enjoyment and farm to table offerings. Nearby, the Club is creating another social gathering spot with a 'Preserve-style' coffee shop and sundries store.

The Preserve Golf Club features a top 100 Tom Fazio designed golf course and a Clubhouse which sits on a knoll overlooking the 1st tee and 18th green. The Golf Club hosts several tournaments and events annually including The Stocker Cup Invitational Golf Tournament, and The Boar Hunt, the ever-popular Member Guest Tournament. In addition, there are numerous social golf events programmed.

THE SANTA LUCIA PRESERVE BY THE NUMBERS:

- Approximately 300 members in each club, most of whom belong to both
- Dues are \$14,000 for The Ranch Club plus a \$1,900 annual capital charge and \$19,000 for The Preserve Golf Club
- Initiation fees for various memberships range from \$50,000 to \$230,000
- Gross revenues are approximately \$16.0M

- Food and beverage revenues are approximately \$2.85M
- Approximately 11,000 rounds of golf are played each year
- Overall payroll and benefits expenses for 2019 were approximately \$10.0M
- The Preserve employs approximately 165 staff year-round, supplementing with another 35 seasonally
- There are six Boards of Directors that comprise the entirety of The Preserve---The Preserve Company (8 Directors), The Ranch Club (5 Directors), The Preserve Golf Club (5 Directors), the Community Services District (CSD – 5 Directors), the Santa Lucia Preserve Association (HOA – 3 Directors) and the Santa Lucia Conservancy (15 Directors).
- The Santa Lucia Preserve is a Non-profit, Mutual Benefit Corporation
- The average age of members is 56 years
- The JONAS system is used for POS and club accounting.
- There are a few committees including: Joint Membership Committee, Equestrian, Finance & Audit, Tournament, Grounds & Greens, Membership Strategy and Marketing.

SANTA LUCIA PRESERVE WEBSITE: www.santaluciapreserve.com

GENERAL MANAGER JOB DESCRIPTION

The General Manager (GM) is responsible for consistently providing the highest quality of unique experiences for The Ranch Club and The Preserve Golf Club members and their guests, for ensuring adherence to the Mission, Vision and Values of The Preserve, and for all aspects of club operations in a fiscally responsible manner. The GM will work closely with the CEO, Executive Team and Boards, be guided by the Bylaws and policies, and demonstrate best practices and leadership to ensure the enjoyment, welfare and reputation of the entirety of The Preserve.

The GM upholds and participates in the strategy, goals and objectives of the Preserve Board (governing board) and coordinates with the Ranch Club Board, the Preserve Golf Club Board and Santa Lucia Preserve Association Board, develops, implements, and administers the policies as designated by the Boards. The GM ensures that the goals and objectives of the Clubs and the Community are defined, communicated, understood and implemented on a continuous basis to meet the expectations of membership.

The GM directs and administers all aspects of the operations of the Clubs, food and beverage, hospitality, resident services, events, fitness activities and facilities, equestrian, golf, membership, housekeeping, maintenance, grounds, infrastructure and amenities. This is a *HIGH TOUCH, HIGH VISIBILITY* role that requires strong multi-tasking abilities, true relationship building and maintenance skills, an intuitive desire to never being satisfied that continually strive for excellence and someone who sincerely wants to be part of SLP and has a servant's heart and natural gravitas.

Working closely with the CEO and CFO, the GM prepares the annual operating and capital budgets for each department, and after Board approval, achieves the financial goals throughout the year through proper forecasting, cost controls and labor management.

The GM provides leadership and manages, develops and trains the teams in each department to ensure exceptional service and a "winning culture". The GM will motivate and engage employees to truly understand and exemplify appreciation for one another, support and coordinate amongst departments especially well and recognize a "One Team, One Preserve" is the most successful and satisfying approach to sustained success. He/She is responsible for creating, implementing and maintaining accountability for the standard operating procedures for each department/function.

The GM demonstrates a forward-looking outlook, recognizes and proactively anticipates trends and impacts to the Clubs. He/She will ensure that Clubs and the Community are 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 CEO 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.

ESSENTIAL DUTIES AND RESPONSIBILITIES OF THE NEW GENERAL MANAGER

As noted, the GM is expected to be the visible and interactive 'face' of club operations with overall responsibilities for consistent, high level delivery of services, programming, innovations and results in each of the following: F&B

operations for all Preserve outlets, catering and events, hotel operations, golf and course agronomic operations, resident services for homeowners, recreation and amenities, equestrian operations and housekeeping.

To achieve these outcomes at a high level, the General Manager coordinates and has specific leadership responsibilities with the following: Executive Team (upon which he/she sits), The Preserve Board, Ranch Club Board, Preserve Golf Club Board, Santa Lucia Preserve Association, Entity Directors and Managers, Risk Management Committee, and additional Advisory or Ad Hoc Committees as needed. The General Manager will lead the Ranch and Golf Boards.

Member Relations and Services: Is the highly visible, approachable, proactive and positive leader of club operations regularly interacting with members, guests and staff while 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.

Employee Relations: Demonstrates and epitomizes strong leadership and exemplifies behaviors and values for direct reports and their respective teams while providing strong clarity of goals and objectives in line with Preserve objectives and values.

Financial Management: Takes proactive responsibility for the preparation and execution of yearly goals and objectives and the annual operational and capital budgets for each department, in conjunction with the CEO and CFO, managing and reporting/recommending regularly on outcomes after Board approval.

Communication: Is a conduit for information exchange; effectively gathering and disseminating information critically important to determining majority interests and desires within the Clubs and Community. Keeps his/her team and up and down reports regularly informed of activities, outcomes, recommendations and does so in a highly proactive, thoughtful and well-articulated manner, both verbally and in writing as appropriate.

Overall Club 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 CEO, 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.
- Delegates appropriate responsibility to Department Managers, holding them accountable for clearly defined goals and objectives and working under a well-crafted performance management system with reasonable KPIs and regular evaluation thereof.
- Maintains responsibility for the general care, maintenance and upkeep of the Club facilities, ensuring that appropriate funds are earmarked for upkeep. Is actively involved in planning, communication, contracting, execution and supervision of capital projects in conjunction with the COO.
- Furthers his/her own professional development to enhance his/her value to the Clubs 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 Club, Community, and the employees and assures that operations are in accordance with such laws.

INITIAL PRIORITIES

- Spend considerable time to understand the various operating entities within SLP, the history and values of the Community and be highly front facing and interactive, listening to members and staff.
- Define and map a strategy to elevate SLP to a true "One Team, One Preserve" environment of extraordinary hospitality delivery, empowering the team to deliver on that promise.
- Create and execute an approach of on-going team development, daily educational opportunities and awareness of what is occurring throughout the property and an overall understanding of a desire to have a fully "seamless experience from beginning to end" in member and guest interactions.
- Review operational standards, processes and procedures, recommending enhancements, additional services and greater or more efficient and effective use of resources.
- Develop/enhance the talent recruitment, development and retention program and supporting processes.

- Spend necessary time to evaluate and enhance the delivery, quality and consistency of the F & B operation.

CANDIDATE QUALIFICATIONS

- 5 years of verifiable history of true hospitality leadership, relevant experience; strong professional credentials in luxury hospitality environments or private, equity, member-owned club and community environments demonstrating the required knowledge, skills and abilities.
- Strong general management skills with verifiable strengths in team development, financial performance, diverse recreational amenity management (golf, tennis, fitness and others), quality food and beverage programming, exceptional member/guest service programming, strategic planning, project management and the ability to consistently achieve goals and objectives.
- Strong communication and facilitation skills, both in writing and verbally, with the appropriate presence and ability to interact effectively with Members, staff, vendors and people in the greater community. Spanish language skills are helpful, but not mandatory.
- Strong technical literacy, including Google Suites, Microsoft Outlook, Word and Excel, payroll management and point of sale systems.

EDUCATIONAL, CERTIFICATION AND OTHER QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is desirable, ideally in Hospitality Management.
- A CCM designation or similar accreditation outside of the club industry is desirable.

SALARY AND BENEFITS

An appropriate salary, commensurate with qualifications and experience for the desired SLP experience, will be offered. The Club offers an excellent performance bonus and benefit package, along with the typical CMAA and other professional benefits.

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 Karen Baxter, CEO, and the Search Committee at The Santa Lucia Preserve, and clearly articulate why you want to be considered for this position at this stage of your career and why The Santa Lucia Preserve and the Carmel, CA area will be beneficial to both you and the Clubs if selected.

You must apply for this role as soon as possible but no later than Wednesday, October 20, 2020. Interviews will occur in early November with a selection mid-November.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – Santa Lucia"

(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.

[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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