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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: THE COUNTRY CLUB AT DC RANCH SCOTTSDALE, AZ

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE COUNTRY CLUB AT DC RANCH

The General Manager/Chief Operating Officer (GM/COO) role is an opportunity to be part of a truly special, family centric club that has carved out a unique niche in one of the most desirable areas of the country in which to live, Scottsdale, Arizona. Trajectory and outcomes of this exceptional operation bode especially well for the future; the Club currently enjoys high levels of member and staff satisfaction, is well amenitized and has an especially strong sense of its culture and how to protect and perpetuate it.

Being a naturally engaging, present, approachable, innovative, and dynamic leader is a critical success factor for the next GM/COO. Having strong financial acuity, being an exceptional communicator/listener, and someone who is naturally able to build trust and confidence through his/her deeds, actions and follow up are foundational elements to long term success for this role. The Club enjoys a strong leadership team, great overall satisfaction from both members and staff, and is looking for a true hospitality leader who epitomizes the values DC Ranch has as its core.

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

ABOUT THE COUNTRY CLUB AT DC RANCH AND COMMUNITY

The Country Club at DC Ranch (DC Ranch) is a nationally acclaimed private golf and residential community in Scottsdale, Arizona. The community's location at the base of the McDowell Mountains provides panoramic views of Scottsdale and Phoenix below. Developed with a deep respect for the integrity of the land and a commitment to the preservation of open desert space, DC Ranch is a living tribute to the Sonoran Desert landscape.

The Country Club at DC Ranch reflects the history and charm of its beginnings as a desert camp cattle ranch in the early 1900's. The Club provides an unprecedented calendar of social events and activities for all members. The Country Club at DC Ranch prides itself on its exceptional group of members and is likely the most active club in the valley.

Genuine, welcoming, and warm in spirit, The Country Club at DC Ranch is North Scottsdale's premier private golf and country club where members enjoy an 18-hole classic course designed by Tom Lehman and John Fought. The Club boasts a broad array of activities including tennis, fitness, swimming, exceptional dining venues and a variety of social events; the Club is truly a "lifestyle" club. The Club has successfully positioned itself as a demographically diverse, active, family-oriented environment with junior golf & tennis programs, summer camp and other children's programs at the pool, as well as a large array of activities centered around family.

Upon arrival to the 45,000 sq.ft. Ranch Hacienda Clubhouse, reminiscent of great Western resorts of the 20's and 30's, one finds a highly appealing and welcoming atmosphere with stunning views and historic charm. Multiple dining venues including the Dining Room, the Grille, the Horse Bar, and the Ranch House Cantina are available to members and a robust schedule of events support a busy social and recreational calendar.

Adjacent to the clubhouse is a 12,000 sq.ft. Fitness and Performance Center equipped with the latest and most high-tech equipment while overlooking panoramic views of the valley below. An active schedule of personal and group activities is supported by personalized programs accessed from the Club's APP. The racquets program is robust with six courts and multiple clinics, camps and lots of fun adult and junior events.

Additionally, the Club features The Corral, a special spot for Little Members up to age 10 where they can enjoy supervised drop off with trained counselors and staff. The Hideout is for kids 10 and up and features the latest video games, air hockey, golden tee, and shuffleboard games. There are nearly 650 children listed on the Club's membership roll!

The Country Club at DC Ranch has been awarded the prestigious Distinguished Club award, as determined by the annual Distinguished Clubs award program conducted by *BoardRoom* magazine.

THE COUNTRY CLUB AT DC RANCH BY THE NUMBERS:

- At present, there are approximately: 625 Members in all membership types.
- Initiation Fee – Market Based pricing – last three sold at \$314,000
- Annual Dues – \$19,575 which includes a capital dues assessment of \$131.25/month, plus a capital assessment of \$119/month until 2027
- 18 holes supports nearly 36,000 rounds of golf annually
- There are approximately 135 year-round staff members and with much less seasonal variation in activities compared to many other desert area clubs
- Annual Gross Volume of all revenues – approximately \$16.3M
- Annual Dues Volume – approximately \$9.2M
- Food and beverage volume: approximately \$3.8M, with nearly 90% of that volume from ala carte dining. The Club also has a retail wine program that generated approximately \$600,000 of this revenue.
- Annual F&B minimum - \$1,000
- There are 9 voting Board Members (currently 2 vacant) each serving three-year terms, as well as Standing Committees: Finance, Golf & Grounds, Membership, House, Racquet Sports & Fitness, Ad Hoc Committees include Golf Course improvement and Nominating
- The Club uses Jonas for POS and Accounting
- Average age of the membership is currently 59

THE COUNTRY CLUB AT DC RANCH WEB SITE: www.ccdcranch.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

As noted, the Club has a strong history of tenure amongst many of its senior staff and desires to attract a verifiably high-performing, achievement oriented, collaborative new leader who views the DC Ranch as a “destination club” for many years to come. Originally developed by DMB Associates, the Club was transitioned to member-ownership in 2008 and has continued to reinvest in amenities since then, currently working on a fourth capital project enhancement.

The GM/COO position has responsibility for all day-to-day Club operations and is the primary architect of an extraordinary member experience. He/she directs and administers all aspects of the operations--the amenities, project development, staff, and all programs and activities, including each operating entity of golf, racquet sports, pool, fitness, food/beverage operations, activities, and programs --to ensure consistently outstanding service delivery and experience to the membership and their guests. The Board does not want to operate the Club; they have been and want to continue in a higher level of oversight, policy making, governing, and strategic focus. Key to the new GM/COO's success is the intuitive sense to be “present” and to sincerely engage with members, their guests, and the team of well-regarded staff members, who enjoy one another and who are highly collaborative. *Being highly approachable along with possessing especially well-developed listening and communication skills is essential, as is having a high level of objective judgement and EQ.*

The GM/COO is responsible for the creation, implementation and consistent execution of all service standards and processes while providing vibrant, innovative, relevant, and respectful leadership from key managers and staff. As noted, a primary objective is for the GM/COO to be the highly visible and interactive face of the Club and to ensure that goals and objectives are defined, understood, evaluated, and enhanced on a continuous basis. Being a natural mentor to the team also is critically important, as is being a strong advocate for the team's success while also setting clear accountabilities for this performance and success.

The next GM/COO must be a visionary, proactive and assertive leader in the process of strategic planning, talent acquisition and retention, membership orientation, membership activities/services programming, ensuring that each of these areas of focus consider current and future membership input and demographics. Additionally, he/she must expect to work to exceed the expectations of members and to recognize trends, evolving demographics, and what will help support the Club in the future. The new GM/COO should have a history of success and of recognizing, respecting, and supporting the contributions of key managers and staff, many of whom have been a part of DC Ranch for many years.

KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the Board and Club Committees, to keep them focused on key goals and objectives that benefit the long-term well-being of DC Ranch, and to ensure that the significant capital projects are successfully executed, keeping all appropriate constituencies well-informed throughout. The Board is looking for its GM/COO to actively run the Club, to be out in front of issues, and to provide them with solutions and executing to successful outcomes where and when needed. Being naturally focused and having a 'bias for action' is highly desirable, as is doing so without ego, but with appropriate confidence.

As noted, having outstanding communication skills, both written and verbal, are necessary. Additionally, as the primary communicator of most of the information at the Club, a keen ability to listen, engage, build trust, and be highly approachable is a critical success factor.

Other key attributes, characteristics and style of the successful new leader include the following:

- Having exceptional financial acumen including strong budgeting and business skills along with a keen understanding of operations, systems, and facilities expertise.
- Being a "hands on" interactive leader who directly monitors the operation and mentors the staff; someone who recognizes and embodies the intimate details necessary for consistency and high levels of satisfaction in all operations and amenities. A honed ability to set clearly defined goals and objectives, hold people accountable for results in a performance management system without being viewed as a micromanager while doing so.
- Having a verifiable history of being able to attract, retain, and develop staff at every level. The importance of a quality, caring and stable workplace and work force is at the core of the Club's success.
- Being able to actively participate and be a thought partner with the Board, Committees, and Senior Staff contributors to the Club's success.
- Be a visionary and mission-oriented leader; anticipate how the Club will evolve and be at the forefront of trends.
- Possessing necessary charisma, gravitas and being a "confident yet humble and an astute listener with a bias for action." He or she must also have the ability to engage in a meaningful fashion with both the members and the employees (beyond the board) to execute on day-to-day operations and ensure the long-term strategy is attained and is actively involved in creating it, as well as being generous with their time for others, sharing their experience, knowledge of the club and hospitality profession. *Being a true "people person" to whom others gravitate is key.*
- A commitment to on-going professional development of himself/herself and the team.

INITIAL PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER

The following priorities have been identified for likely initial primary focus:

- Observe, listen, ask questions, and learn about the culture and heritage of The DC Ranch Club. The Club is very open to innovations and improvements, but you must first understand the culture, overall history, expectations, etc.
- Meet and sincerely interact with and engage as many members as possible. Build trust, schedule interactive times, and follow up on details. Schedule a process such as 'by invitation' focus group meetings with small groups of members to ensure quick assimilation and building of relationships and acceptance. Determine a methodology to improve 'education' and communication to members and staff with the goal of reducing misinformation and improving transparency.

- Because of the significant increase in activity relating to a large influx of new members over the past three years, focus on the organizational chart and more clearly defining roles and responsibilities and reducing 'gray areas or areas of overlap is critical, *who is responsible for what and when*.
- 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. Service and culinary standards and consistent delivery thereof is an important focus.
- Spend time with the team/staff in all areas of operations, getting to know them, their abilities, and aspirations and to further their already strong mutual respect and collaborative approach to supporting one another and the Club's overall mission.
- Develop the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness.
- Ensure that the capital projects currently in planning or in-progress (a golf course renovation with Tom Lehman is the most significant) are on track and that you clearly understand the reasons for their implementation and expected outcomes, as well as to plan for operations once completed.

CANDIDATE QUALIFICATIONS

A minimum of 5-7 years of progressive leadership/management experience, preferably in a GM, COO or Executive Director role in a family-centric, private 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. The Club will consider well-mentored AGMs, but only from similarly large scale, iconic or nationally recognized club operations.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

A Bachelor's Degree from a four-year university or college is highly desirable. 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 including CMAA Membership.

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 the DC Ranch GM/COO Search Committee and clearly articulate why you want to be considered for this position at this stage of your career and why DC Ranch and the Scottsdale, AZ area 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 Tuesday, July 5, 2022. Candidate selections will occur later that month with first interviews expected at the end of July and second interviews a short time later. The new candidate should assume his/her role in Fall 2022.

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

"Last Name, First Name Resume"

"Last Name, First Name Cover Letter –DC Ranch"

(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, CMAA Fellow

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