

Candidate Profile

General Manager / COO
River Bend Golf & Country Club
Great Falls, Virginia 22066
www.rbgcc.org



Organization

River Bend is a private club that strives to be the best family-oriented, member-owned country club in the Washington, DC area. Our friendly environment, picturesque location, high-quality facilities, services, programs, and professional staff ensure that every aspect of the River Bend experience consistently fulfills the membership's expectations.

River Bend was established in 1961 and is a member-owned, Virginia non-stock corporation that provides recreational and social facilities for its members. The Club, a non-profit organization, located in Great Falls, Virginia, and offers an 18-hole championship golf course (renovated in 2011 by Keith Foster), 24-acre golf practice facility, five indoor and six outdoor tennis courts (including a junior court), swimming pool, fitness center and a clubhouse facility.

Our facilities are restricted to use by members and their guests only. Membership is obtained by recommendation of other members and is subject to review and approval by the Board of Directors. The Clubhouse Dining facilities will accommodate 150 people, the Radius Dining Room will accommodate 50 people, and banquet facilities will accommodate 200 people. Food and Beverage facilities are available at the pool during the season.

Over the past 15 years, River Bend has continuously focused on facilities improvements and bring new amenities to the club that foster a family-friendly atmosphere.

River Bend by the Numbers:

2021 Annual Gross Dollar Volume: \$12.4M

Annual Dues Volume: \$6M

F&B Sales: \$3.8M

650 Members (All Categories)

Annual Golf Rounds: ~ 24,000

Average Membership Age: 57

Members Children under the age of 18: 616

As membership continues to grow and the demographics of the Club evolves, the Board and Long-Range Planning Committee continuously seeks ways to improve existing facilities and add amenities. In the coming years, River Bend is looking to add paddle tennis and pickleball as well as construct a new tennis Pro Shop, tennis viewing pavilions and Paddle Hut. As part of these plans, all outdoor lighting for the tennis facilities will be updated and improved as well.

In addition to the ongoing maintenance to the golf course and golf practice facilities, the Club will also be undertaking a significant project to replace all the sand traps with the latest technology and materials. Longer term goals of the Club include a renovation of the men's and women's locker rooms, golf Pro Shop, and a relocation of the fitness facility.

The Board of Directors is comprised of a President, serving a one-year term, and six elected Directors, each serving between one and three-year terms. Board elections are held annually at the Annual Meeting in the month of November. The Board, along with committee chairs, meet monthly to discuss the Club's business. The committees consist of active and engaged members who volunteer their time to communicate the memberships concerns and interest to the Board of Directors. Members are encouraged to speak with the committees offering suggestions and/or constructive criticism in any area of the administration of River Bend. Committee's meet monthly and provide reports and requested action items to the Board.

The General Manager/COO serves as liaison to the following Committees: Finance, Fitness, Golf, Greens, History, House, Long Range & Capital Planning, Membership, Pool, Social and Tennis.

Position Overview

The General Manager/COO will report to the Club's President and the Board of Directors and will be responsible for the organization's day-to-day operations and continually work towards the long-range growth and stability of the organization. The General Manager/COO will direct and oversee the day-to-day operations of the Club, monitoring the quality of its staff, services, and amenities to ensure member satisfaction. The General Manager/COO will exercise all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He or she is expected to provide meaningful input and perspective to the Board and its committees regarding key issues, the competitive environment, club-industry trends and evolving organizational needs. The Club enjoys a sound and financial position. During the past couple of years, the Club membership has increased rapidly from 620 to 670. Currently, the Board is seeking to control growth and is looking to gradually grow the membership from its current membership level over the next three years.

The General Manager/COO will have unwavering adherence to the very highest standards of ethics, business practices, and the pursuit of service excellence.

Direct reports include Chief Financial Officer, Director of Food and Beverage, Director of Golf, Director of Tennis, Director of Fitness, Golf Course Superintendent, and Facilities Manager.

Specifically, the General Manager/COO will:

- Serve as a catalyst and partner with the Board of Directors to strategically implement the Strategic Plan.
- Implement the directives and long-term goals of the Board of Directors.
- Provide strong Food & Beverage leadership, oversight, and sense of service and quality of the Food & Beverage Operation.
- Possess the ability to inspire others to perform to the full scope of their positions-setting clear goals and expectations, coaching to provide exceptional member-service with enthusiasm, with an eye toward continuous improvement.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained and motivated to provide the highest quality service and an environment where positive behaviors are reinforced and rewarded.
- Ensure the F&B department is well-equipped to deliver high-quality food & beverage offerings priced appropriately to meet annual budgets, assuring that service standards are at the highest level through training, coaching and continuous feedback -- all with the goal of providing members and their guests a first-class country club dining experience.
- Oversee the activities, goals, and long-term objectives of the Golf Course Superintendent to ensure the course is maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability, and maintenance of the course.
- Manage the Golf Pro to direct his staff to provide a top-notch country club experience for members and guests, a well-managed, financially sound, and appropriately stocked Pro Shop, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- Enhance the Club's relationship, communications, and responsiveness to current members, and to effectively reach out to prospective members. Partner with the Membership Director to attract new members and retain existing members.

- Set and manage a balanced Operating Budget for approval to the Board prior to the beginning of the fiscal year. Continuously monitor and scrutinize the use of operating funds, the pricing of amenities and the pace of raising expenses, holding departmental heads accountable for the income and expenses relative to their departmental goals and objective.
- Set and manage a Capital Budget that appropriately prepares the Club for needed replacements, renovations, and repairs, ensuring that the Club assets, facilities, and equipment are always maintained in prime condition.
- Manage maintenance and construction projects from concept to conclusion.
- Be technologically proficient, helping the Club to further advance its communications with members.
- Bring industry standards and understanding of best practices for Board members and staff.
- Promote cross department collaboration to improve member and guest experiences - particularly for event involving multiple amenities.
- Coordinate with all department heads to ensure effective new member on-boarding and engagement through consistent programming and follow up.

Duties and Responsibilities

Member Responsiveness

- Be a confident, enthusiastic, and diplomatic spokesperson for the Club, fostering a climate of hospitality for all members and guests. Be visible, approachable, and available to both members and staff, engaged in all aspects of the Club.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and staff with the goal of enhancing operational efficiency, security, and the overall member experience.
- Interact with members daily, actively soliciting member opinions and input on the Club's facilities and services to promote the Club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.
- Be knowledgeable of methods gaining member feedback (survey, comment card) techniques to focus the Club on continuous improvement of services.
- Be the Club's industry leader bringing recommendations of industry leading standards to the Board and Department Heads on a regular, on-going basis. Participate in local and national industry groups such as CMAA.
- Coordinate the work and output of the Club's departments to engender efficiency and eliminate conflict thereby providing an enjoyable experience for the members and staff.

Financial Management, Controls and Administration

- Develop the Club's annual operating and capital budgets in coordination with the President / Board of Directors, Treasurer, Controller, and all Department Heads.
- Operate the Club within the approved budgets.
- Monitor the financial performance of each department to ensure that controls are in place, variances are accurately explained, and emerging cost, margin, usage, and participation trends identified.
- Establish and monitor Club compliance with all purchasing policies and procedures.
- Work with the Membership Committee and the Marketing Committee to have in place on a continual basis an effective membership recruitment program and assure that certain Club employees are trained in membership recruitment techniques and possess the necessary personality and sales skills to ensure that new members are recruited to meet the Club's goals.

Staff Administration

- Emphasize a member-first culture that encourages member engagement and maximizes the use of the Club's facilities.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles.
- Mentor, train, and develop key staff to perform at the highest level possible.
- Ensure that strategic goals and operating objectives-developed in conjunction with the Board are defined, communicated, understood by staff, implemented, and evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision, and the timely evaluation of the entire Club staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.
- Maintain disaster and emergency plans and systems and ensuring that Club employees are trained and rehearsed in

correct disaster and emergency procedures, including COVID-19 Preparedness and Response Plan and lifesaving procedures.

Operations

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating high-end Club.
- Set quality and cost standards for all Club departments.
- Ensure that the Club operates in accordance with applicable local, state, and federal laws.

Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into operations.
- Maintain Emerald Boardroom designation and strive to achieve Platinum level designation.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and to retain existing members.
- Develop and administer an evolving marketing plan in conjunction with the Membership Committee to grow the membership over the next three years.
- Understand and help develop membership programs that will grow the membership over the next three years.

As the Club's Chief Operating Officer, the General Manager is responsible for promoting the Club and the community and for disseminating hospitality, friendliness and goodwill among all members and guests.

Requirements

Bachelor's Degree in hospitality or similar degree from an accredited University/College is required. Equivalent experience at the senior management level of all aspects of organization practices and operations is required.

- A minimum of three to five years of directly related experience in a country club of comparable size and complexity with a proven track record of strong people and communication orientation.
- Familiar with golf and grounds maintenance, fitness centers, swimming pools, food & beverage, and other such amenities.
- A CCM certification is desirable and CCE certification is a further plus.
- Experience with capital improvement projects.
- Successfully implemented long and short-term planning programs.
- Working knowledge of Human Resource issues.
- Excellent communication skills required including writing, speaking, and making presentations.
- Strong working knowledge of club accounting systems.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and drug testing and must have an excellent credit record.
- Embraces a willingness to seek change and celebrate results.

Member Expectation

- Realize operational excellence
- Recognizes and develops talent in all areas of club operations
- Leads from the front
- Promotes River Bend as the "best family-oriented private club in the Washington DC area"
- Sets direction

Competitive Compensation and Benefits

River Bend will offer an attractive compensation and benefits package to include:

- A base salary and performance bonus potential
- Professional dues and education expenses with the emphasis on continuing education
- 401k
- Standard club executive benefits to include health insurance

Professionals who meet or exceed the established criteria are encouraged to contact: GSI Executive Search, Inc.

Ned Welc

ned@gsiexecutivesearch.com

440-796-7922

Scott McNett

scott@gsiexecutivesearch.com

314-854-1321

