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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: PENSACOLA COUNTRY CLUB PENSACOLA, FL

GENERAL MANAGER/CHIEF OPERATING OFFICER AT PENSACOLA COUNTRY CLUB

Pensacola Country Club in Pensacola, Florida is seeking a positive, energetic, enthusiastic, highly capable professional who has strong leadership experience at a verifiably well-run and well-regarded club. The future General Manager/Chief Operating Officer must be able to demonstrate team-building skills and financial literacy and possess proven skills relevant to addressing the divergent changing demographics of private club membership needs and wants. The ability to have an intuitive strength in building consensus, setting clear goals and objectives, and executing effectively to these well-defined targets, and doing so with a strong and natural “mentorship” style. Visibility, member engagement, and authentic enjoyment of building member relationships are critical, as is having the style of someone who can positively guide the Board and Committees in a professional, respectful, and diplomatic manner.

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

PENSACOLA COUNTRY CLUB AND THE SURROUNDING AREA

Pensacola Country Club is the first private country club in Florida. Founded in 1902, the first 9 holes of golf were completed in 1903 and the second 9 when completed in 1925, made the golf course one of the finest along the Gulf Coast. In 2004 Hurricane Ivan devastated the clubhouse and golf course. In 2007 the brand-new clubhouse and completely restored golf course reopened for member use. Through the years, in addition to a world-class golf course, the club and member amenities have grown to include a beautiful racquet complex with 8 tennis and 4 pickleball courts, a beautiful swimming pool complex, a fitness center, and two dining venues with spectacular views on the Pensacola Bay. Pensacola Country Club is a family club with a rich golf history ready to grow into the future.

Pensacola is the westernmost city in the Florida Panhandle. It was first settled by the Spanish in 1559, predating the establishment of St. Augustine by 6 years. Pensacola is a seaport on Pensacola Bay, which is protected by the barrier island of Santa Rosa and connects to the Gulf of Mexico. A large United States Naval Air Station, the first in the United States, is located southwest of Pensacola near Warrington and is the home of the Navy’s Blue Angels flight demonstration team and the National Naval Aviation Museum. The main campus of the University of West Florida is situated north of the city center.

PENSACOLA COUNTRY CLUB BY THE NUMBERS:

- 685 Members, all categories, 252 regular stock holding
- \$12,500 Initiation Fee
- Approximately \$7.5M Gross volume
- Approximately \$3.2M Annual dues volume
- Approximately \$1.6M F&B volume
- 70 Full time Employees
- Northstar POS

PENSACOLA COUNTRY CLUB WEBSITE: www.pensacolacountryclub.com

GENERAL MANAGER/CHIEF OPERATING OFFICER – POSITION OVERVIEW

The General Manager/Chief Operating Officer (GM/COO) is hired and retained by the Board of Directors and reports to the President. The GM/COO has clear “ownership” for the day-to-day operations of PCC, while focused on the achievement and maintenance of an annual business plan for the Club, and all the necessary elements, activities, and staff to support this focus. Specific emphasis on consistently enhancing an extraordinary experience for the members and their guests is primary to this role. He/She is responsible for managing the entire inventory of key assets (physical and staff) including clubhouse, golf course, food and beverage, aquatics, fitness and racquets, to ensure consistently meeting clearly defined expectations of service execution and delivery.

The GM/COO will provide leadership to contributing constituencies (Board, Committees, Members, and Staff) relative to key programming, events, and activities at the Club, recognizing the need to lead in balancing multiple interests, perspectives, and the Club’s business and financial objectives. Successful administration of all operations of PCC, while meeting annual tactical and strategic goals and expectations, is critical, as is keeping a clear appreciation of maintaining a high member satisfaction level. The GM/COO will be leading all aspects of the organization and should have the “visionary leadership” to make necessary and sometimes bold decisions in the best interests of the Club.

INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

- Coordinate and implement Board policies.
- Assure a high level of member satisfaction, including soliciting member feedback and improving the sense of “inclusiveness” for all members.
- Provide ongoing evaluation of the physical plant and equipment, anticipate needs, and oversee capital projects.
- Develop and monitor PCC protocols to assure compliance with local, state, and federal laws.
- Professionally manage all PCC staff, including regular performance reviews that reflect achievement against individual performance goals. Provide guidance and support to staff to help them perform at an optimum level.
- Improve Club operational efficiency and effectiveness.
- Manage the annual budget. Review income and cost relative to goals and recommend corrective action. Implement controls to safeguard funds.
- Be a source of continuity and professionalism in Club operations across changes in Committee and Board leadership.
- Be informed of club industry “Best Practices” (i.e., governance, bylaws, member surveys, policies and procedures, etc.)

CANDIDATE QUALIFICATIONS

- A minimum of 5 - 7 years of progressive leadership/management experience in (preferably) a private member-owned private club, or leading hospitality operations outside of the club industry in a similar hospitality operation.
- Strong personal qualities of integrity, confidence, credibility, energy, commitment, and humor along with exemplary ethics.
- Possess exceptional financial and budgeting acumen.
- Possessive of a strong financial acumen for hospitality trends and metrics, and able to fully comprehend and explain P/Ls, balance sheets, cash flow, and operating, capital, and project management budgets.
- Technologically proficient and recognizing best practices use of technology to improve ‘high touch’ service delivery to members, as well as to more effectively manage and lead operations.
- Someone who respects the history and traditions of the Club, while also being an innovator and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.

- A true, confident, diplomatic, and competent club industry professional with exceptional “executive presence,” who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- Outstanding communication skills are necessary for this role and to be successful at PCC . As the primary communicator of much of the information at the Club, proven outstanding verbal and written skills are critical, as is a keen ability to “listen,” “engage,” “build trust” and “be highly approachable.” One must have a strong “executive presence” and truly understand the unique and compelling culture of the club.
- Must be visionary and mission-oriented; anticipating how the Club continues to evolve is important, as is being actively ‘networked’ in the industry to the point of being at the forefront of trends in clubs. He/She should be able to project and steer the club in the right direction for the benefit of the membership.
- A “hands-on” leader who recognizes the balance between leading, doing, and delegating.
- A visible, sincerely engaged, and hard-working leader who brings ideas to the table and can express those ideas thoughtfully and easily to team members, the Board, and Committees.
- Being strategic in focus and able to gain support and execute approved plans and directions, sometimes exhorting the Board to make actionable decisions, albeit with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Being naturally outgoing, conversant, respectful, and diplomatic, but able to diplomatically say “no” when appropriate.
- Recognizing the need for the continuation of an “employer of choice” approach to attracting, retaining, and developing staff at every level within the greater PCC organization.
- Innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- The ability to adapt and contribute to changing and evolving circumstances.
- A true “partner” with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect.

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

EDUCATION

- A bachelor’s degree is preferred with a focus on Hospitality Management.
- In place of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM or CCE are encouraged but not required.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package including association 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 Pensacola Country Club Search Committee/Mr. Rick Johnson - President clearly articulate your alignment with this role why you want to be considered for this position at this stage of your career and why PCC and the Pensacola 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 March 15, 2024. Candidate selections will occur late March with the first Interviews expected in early April, and the second interview a short time later. The new candidate should assume his/her role in May 2024.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - Pensacola”

(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 Holly Weiss: holly@kkandw.com.

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