

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER PROFILE: THE SANTALUZ CLUB SAN DIEGO, CA

THE GENERAL MANAGER OPPORTUNITY AT THE SANTALUZ CLUB

Located in one of the most sought-after locations in the country, The Santaluz Club is the centerpiece of an 850 home community where approximately 80% of residents have chosen to be members at this exceptionally amenitized club. As a young, family oriented country club, activities and amenities for the entire family are important to the Members and are the focal point of The Santaluz Club. The lifestyle of The Santaluz Club encompasses the diverse San Diego culture and spectacular weather, and the Club hosts many fabulous socials, wine festivals, holiday celebrations, wine dinners, and receptions throughout the year to allow a very active membership opportunities to enjoy.

This tremendous opportunity is ideal for an energized, proactive, strategic, innovative and highly engaged leader who embraces and epitomizes modern club trends, both in terms of providing a wide array of multi-generational amenities and activities, but also in the way the club is managed and led with well-defined strategic goals and objectives, clear accountabilities, strong staff development efforts and a personal engagement with all constituencies contributing to the overall success of Santaluz.

The Club is functioning well with a generally long-tenured group of departmental leaders but taking it to the proverbial 'next tier' is a reasonable and expected outcome. A top geographical location, an exceptionally amenitized community and fully supportive Board and Leadership Team looking to be viewed amongst the Platinum Club community.

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

ABOUT THE SANTALUZ CLUB AND COMMUNITY

Santaluz is a model of innovative design with special care taken to protect the 3,800-acre community's natural character and enhance the "Early California" setting. Named "Best Master-Planned Community in Southern California" by the Building Industry Association, Santaluz also received the Golden Nugget Award for "Best Land Plan" at the Pacific Coast Conference. Santaluz was a development in a collaboration of DMB Associates (DC Ranch, Silverleaf, Forest Highlands, Glenwild and Martis Camp are other lifestyle club communities they have developed) and national homebuilder Taylor Morrison. The Club turned over to its members approximately ten years ago and is member-owned and operated since that time. Membership to the Club is optional for residents, but as noted above, approximately 80% of all residents have chosen to do so with the remaining 20% coming from communities outside the gates.

Amongst a wide array of amenities, the 18-hole Rees Jones designed golf course is the centerpiece of club operations. With a number of signature holes, Rees was able to maintain the exceptional geography and landscape with a minimalist approach that has been very favorably compared to other top courses in the area. The Club boasts an exceptional practice range and putting greens located immediately adjacent to the main clubhouse.

With two clubhouses a short distance from one another, Santaluz amenities include six lighted tennis courts with two shared pickleball courts, the Hacienda Fitness Center complete with Technogym equipment, a wide array of spin, fitness and other programs, and the center boasts a full court gymnasium for basketball, volleyball or other multi-purpose uses. Camp Santaluz at the Hacienda is a multi-dimensional program offering a wide array of kids' programs and activities each week for a very active family community.

The Bistro at the Hacienda clubhouse provides breakfast, lunch and dinner service overlooking the large-scale pool complex as well as the community Village on the Green, a large green grass area available for events or family activities. Additionally, the Club also has a spacious Event Tent that seats up to 250 guests and can be exceptionally outfitted to provide a unique and memorable special event.

At the main clubhouse situated above the Hacienda, members find the recently renovated space as the hub for all golf activities, a range of fine and casual dining along with small meeting and event rooms, as well as socializing spaces both inside and outdoors, taking advantage of the exceptional views and climate of the area. The 35,000 sq.ft main clubhouse also features the Spa at Santaluz, where member can indulge in six distinctive spa rooms for massages, facials, skin and body care treatments, beauty services and overall wellness programs.

THE SANTALUZ CLUB BY THE NUMBERS

- At present, there are approximately: 370 Regular Full Golf Members, 15 Corporate Golf Members, 180 Hacienda Members, and 225 Clubhouse & Spa Members.
- Dues – Full Member: \$1950 annually for Regular Full Golf Members and the initiation fee is \$80,000
- 18 holes of Rees Jones design supports nearly 32,000 rounds of golf annually
- Overall operating budget is approximately \$19.0M
- Food and beverage volume is approximately \$4.2M, with approximately 65% from ala carte dining
- Golf Shop is approximately 1,500 square feet and beautifully appointed
- The Club is organized as a CA, taxable 277 entity
- The average age of members is 44 years of age.
- The Club has an F&B minimum charge sliding scale among membership categories billed quarterly
- There are 11 Board Members, each serving three-year terms, as well as Golf, Greens, House, Athletics & Recreation, Membership, Long Range Planning, and Scholarship Committees
- The Club uses the Jonas system for POS and accounting operations, Members First website and ForeTees.
- There are approximately 170 year-round employees with another 30-40 supplementing seasonally

THE SANTALUZ CLUB WEB SITE: www.thesantaluzclub.com

GENERAL MANAGER - POSITION OVERVIEW

The new leader of The Santaluz Club should maintain constant focus on the Club's commitment to instill a culture of continuous improvement and elevation of the member experience. An understanding of and an appreciation for the nuances and leadership involved in creating and sustaining this type of environment and culture is an important aspect of the position. The ideal candidate is a leader who has and is able to effectively lead governance in a strategic direction. The Club has adopted new tools to better inform all Members, especially those serving in governance, the requirements necessary to move the Club towards the Platinum Club level. The ability to communicate the effective work of the Board and Club committees is critical to the continued strengthening of strategic direction at Santaluz.

Key to this success is putting members first but recognizing that his/her foundation to provide governance support, staff mentorship, clear direction and "walking the talk" and "being present" in his/her natural and engaging style. Members of The Santaluz Club use the Club to retreat from their busy lives and the camaraderie and engaging nature that is seen throughout the operation must be exemplified by the new GM in a natural and intuitively engaging style. Connecting with members and staff from day one is a top priority. The new GM should be an inspiration to everyone he/she encounters. The overall focus of the new GM, to instill in his/her team, is on the overall member experience.

The GM will function in a CEO fashion, working very closely with the President, Board of Directors of the Club, Club committees, and leading a qualified group of senior staff members, most of whom are nicely tenured. The GM will be looked upon as the face of The Santaluz Club and, in partnership with senior staff and key volunteers, is a primary "strategic leader" to ensure that SC consistently executes at an exceptionally high level of personalized service. This "lead by example" GM will be coming into a role and Club that has made great strides leading and communicating its strategic position the goal being to enhance and elevate the overall membership and staff experience, and to be an employer of choice within a highly competitive hospitality community.

The ability to manage expectations at a high level is critically important, but a fair amount of that is accomplished simply by being present and approachable, and by having the necessary gravitas to be viewed with confidence by all constituencies, both internally and within the local external community. Paying attention to the details of maintenance, SOPs, HR requirements, overall member experience, staff culture and other key areas of success is essential. Possessing a high level of financial acuity including management of asset replacement schedules, capital strategy models, analytic skills with the ability to articulate return on investment strategies, opinions, and recommendations in an appropriate manner is equally important.

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

- A mind for innovation and action, and keeping operations relevant, energized and active, primarily done through a natural passion for the role and The Santaluz Club, as demonstrated in prior roles.
- Being a naturally positive, energized, aspirational leader who understands the dynamics of a family-oriented club, and who can and has effectively led diverse age demographics to harmonious and supportive enjoyment of their club by helping volunteer leaders and members in general recognize and anticipate industry and societal trends that will allow a continued pipeline of prospective members.
- Having experience and skills in creating, implementing, and communicating strategic direction utilizing Club Benchmarking tools and other processes to illustrate for those serving in governance and all Members the required and aspirational obligations necessary to elevate the Club's campus and regular upkeep of assets.
- Possessing a deep knowledge in active club operations, with especially strong F & B skills and a high level of appreciation of quality golf operations and course conditions, as well as other recreational amenities. Recognizing of and truly understanding of quality assets --- both physical plant and staff --- is an absolute quality necessary for success and support in this environment.
- Like many clubs, the focus on elevating and sustaining a highly regarded F & B program that causes the members to view Santaluz as a top choice of where they most enjoy spending their time.
- 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, real estate, and economic cycles. 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 SC to stay relevant and proactive for its members and staff.
- Actively leading and participating in "thought partnering" with the Board, Committees, and contributors to SC's success. Ultimately, the goal is to ensure governance is strategic rather than tactical allowing members to contribute while enjoying their time and volunteer contributions, and not need to be actively involved operating decisions but rather being policy makers and strategic partners.
- Possessive of exceptional communication skills, both verbally and in written form communicating with Members regularly is critical for the role of primary communicator of information at SC.
- Possessive of a strong record of selecting and developing talent in club senior leadership roles.
- Financially astute and able to effectively guide a \$19.0M operation, likely to increase in overall revenues due to the active nature of the SC membership.
- A track record of results in leading governance, ensuring clarity and structured achievement of Club committees and the Board.
- Being naturally outgoing, approachable, and present.

INITIAL PRIORITIES OF THE NEW GM

With the expectation that the new GM will commence his/her role in late Spring 2022, the following priorities have been identified as recommended primary focus:

- 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.
- Listen, observe, meet, and learn the membership and staff before making any significant changes. As noted above, The Santaluz Club is not broken; having the emotional intelligence to watch, absorb and evaluate before making significant changes must be a natural and intuitive trait.
- Work as the governance leader partnering with the Board keeping them actively focused on governance contributions and how operating results impact strategic direction. Getting to know each of them personally, as well as all other contributing volunteers to SC's success is a critical success factor.
- Spend time with the team, especially senior staff in all areas of operations, getting to know them, evaluating their abilities and aspirations, ensuring that they and their respective teams have clear expectations and accountabilities and that direct reports are reviewed annually at a minimum. Clarity of strategic direction, goals and objectives is a critical ongoing messaging effort.
- Utilize the newly instituted HR Manager to instill a Performance Management System for the team that supports the above objective and clearly conveys and clearly illustrates standards, expectations, priorities, goals and objectives, SOPs and overall measurables for success.
- Develop a report to provide the Board with a thoughtful "State of the Club" analysis following one-hundred and twenty (120) days of overview and insight. This document will be part of the strategic roadmap, staff plan, budget and other tactics and strategies for short and longer-term goals and should clearly spell out recommendations and

opportunities to ensure continued elevation of a highly subscribed and functioning member experience. This review needs to include an overall assessment of the Club's current organizational chart and provides recommendations relative to best use of current team and any changes/additions to improve experience and execution.

- Review the staff talent recruitment, retention, and overall development programs to ensure that this critical area of The Santaluz Club's successor continues to have the support and resources necessary to perform at its expected high level. Ensure that a high level of team morale and member/guest appreciation is in place and perpetuated.

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. Verifiable success in the key attributes noted above.

A demonstrable record of personal success, an unimpeachable reputation, a hunger for continuous improvement, and naturally articulate, energized and viewed as possessing an instinctive "gravitas" or charisma reflective of being the positive face of the Club. Strong ability leading and communicating strategic direction is essential.

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

You must apply for this role as soon as possible but no later than January 9, 2022, preferably sooner. Candidate selections will occur in **early-February** with first Interviews ***expected to occur later that month and a final selection around end of March.***

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 Jason Maupin, President and Search Chairman and The Santaluz Club Search Committee and clearly articulate why you want to be considered for this position at this stage of your career and why The Santaluz Club and the San Diego, CA area will be beneficial to you, your family, your career, and the Club if selected.

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

"Last Name, First Name Resume"

"Last Name, First Name Cover Letter - Santaluz"

(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 Sprinkle at patty@kkandw.com

Search Executives:

Thomas B. Wallace III, CCM, CCE, ECM
Partner, KOPPLIN KUEBLER & WALLACE

412- 670-2021 – Cleveland, OH
tom@kkandw.com

Kurt D. Kuebler, CCM
Partner, KOPPLIN KUEBLER & WALLACE
561-747-5213 – Jupiter, FL
kurt@kkandw.com