**Owensboro Country Club**

**Location**

400 East Byers Avenue,

Owensboro, Kentucky 42303

**Position**

The Club is using the CMAA General Manager/COO concept as the model for this position.

**Introduction**

This year, 2019, Owensboro Country Club will celebrate its 100th Anniversary. It is at an important crossroads as it prepares for its next 100 years.

To begin with, the Club has operated without a General Manager in most recent history. After several efforts at hiring a GM, all of which ended due to unsatisfactory performance of the individual in the position, the current Board of Directors recognized the importance of hiring a professional private club General Manager. To undertake the search, they have retained the Signature Group, a private club management consulting firm with whom they have had a positive working experience over the past year.

The work of the Signature Group in concert with Kuo, Dietrich, Chi Architects has been to assess whether the Club should undertake a major Clubhouse renovation or build an entirely new Clubhouse on the current site. Based on the findings of the consultants, the Board of Directors is recommending to the membership that a new Clubhouse be constructed along with other improvements to be made to the Pool, Golf Course and immediate grounds area. The project is expected to be $7.5 million in scope.

This is an exciting and challenging opportunity for the right candidate. The balance of this document provides some baseline data on the current operation as well as an insight into the qualifications the Board is looking for in the right candidate.

**Club History**

Owensboro Country Club is situated on approximately 117 acres less than 3 miles south of the Ohio River and downtown Owensboro, Ky. The facilities include a clubhouse, a swimming and diving pool, an 18-hole golf course, four clay and two hard tennis courts and miscellaneous support and service buildings. The club is a private, non-profit corporation owned by its Shareholder Members and offers a full variety of recreational services and dining facilities for the enjoyment of its members, their families, and guests. Additionally, the Club caters functions for non-members in the clubhouse and on the golf course.

The club was founded in 1919 as a nine-hole golf course, located off Byers Avenue. Dr. R.P. Keene, Chairman of the Grounds Committee, hired Harry Duff, a golf instructor from Louisville Country Club, and his cousin, Peter Grandison, the golf professional at Hopkinsville (Ky.) Country Club, to make a site visit in August 1919. The former residents of St. Andrews, Scotland were hired after a recommendation from Sam Hardwick, a former Owensboro resident, and they soon thereafter hired E.L. Moore, the golf professional at French Lick (Ind.) Country Club, to lay out the first nine holes.

By July 1920, the course was set to open. The first golf professional, Frank Kidd, was hired from Algonquin Club in St. Louis in February 1921. Kidd was the brother of famed player, golf architect and longtime Interlachen (Minn.) Country Club professional Willie Kidd.

An additional nine holes were added in the late 1940s when C.D. Wagstaff from Chicago was brought on in March 1949. In May 1951, the complete 18-hole course was inaugurated during a team match at the club and the course was deemed “the largest privately-owned course in Western Kentucky,” according to the Owensboro Messenger-Inquirer. Most of Wagstaff’s golf architectural work was centralized in the Chicago area, with one of his notable courses being the 36-hole facility at the University of Illinois in Champaign, Ill.

A course renovation and rerouting, by course architect Joe Lee, took place in 1978 when the practice tee was added and the original 10th and 11th holes were eliminated with two new holes added from adjacent property to form the current 11th and 12th holes. The tree-lined course includes five lakes, four sets of zoysia grass tees, bermudagrass fairways and bentgrass greens. The course plays to par 72 and can stretch to 6,518 yards from the Championship Tees.

The Kentucky Open, the Kentucky PGA’s largest and oldest competition, has been held at Owensboro Country Club three times, with close finishes in each. Bill Kaiser, a future PGA Tour player, won by one stroke in 1939, Jack Ryan, who would total a record 10 Kentucky Open victories, beat amateur and future 1967 Masters Tournament champion Gay Brewer in a 1952 nine-hole playoff, and future PGA Tour Champions winner Larry Gilbert won on the first hole of a sudden-death playoff in 1968. All three winners are in the Kentucky Golf Hall of Fame.

The original clubhouse was demolished and a new clubhouse was built in 1958, enlarged soon after and remodeled in 1995.

**Club Facts**

Age of Club Club was formed in 1919

Number of Members 435 Families which includes full/shareholder members (largest category and social members (second largest category)

Average Age of Members 58

Club Ownership Member-Owned

Gross Dollar Volume $ 2.6M

Annual Dues Volume $ 1.3M

Annual Food Sales $ 576K

Annual Beverage Sales $ 173K

The Club, from all sources, has revenues of slightly less than $2.6M. Total Food and Beverage revenues have generally been in the range of $900K over past several years.

Operated as a private club, there are approximately 15,000 rounds of golf played primarily between end of March and end of October each year on the beautiful and well-maintained golf course with tee placements ranging from 5,294 to 6,518 yards.

Under the proposed organization chart there will be 8 direct reports to the GM/COO including all department heads.

OCC owns the merchandise concession in the Golf Shop, which includes logo apparel.

Like many clubs around the country, OCC’s membership demographic has gotten younger and more family-oriented over the past several years. With that trend, family activities and programming have become an increasingly important part of the OCC member experience.

The GM/COO reports to the President of the Board of Directors.

Standing Committees of the Board of Directors at OCC include House, Finance, Membership, Golf/Grounds, Pool and Tennis.

OCC is open year-round, with certain amenities subject to seasonality, and a short closing for cleaning just after the New Year’s Holiday.

**Job Specifications**

Date Posted August 8, 2019

Job Title General Manager/COO

**Brief Job Description**

The GM/COO has full responsibility for all aspects of Club operations, reporting to the President. He/she will lead the management team, be representative of modern management practices, directly and indirectly supervise all employees of OCC promoting an exceptional service culture in all operations, which is an imperative and critical measure of success at Owensboro Country Club. He/she will be an active, readily accessible ‘face’ of OCC to the membership, both through the OCC’s committee structure and through daily contact and sincere, intuitive interaction. Emphasis on all aspects of the food and beverage operation is of major importance to OCC, as is providing a consistently positive overall “experience” for members, families and guests, and protecting the highly revered golf course.

Special emphasis needs to be placed on developing and maintaining a strong Membership / Marketing and Communications Department. This should be headed by a trained experienced Membership Director and instituting a system of membership recruiting through the members of OCC will be one of the new GM’s top priorities.

The GM/COO is expected to guide and assist the Board of Directors and the Committees in the development and formulation of the OCC’s short and long-term goals, objectives, programming and policies. Additionally, he/she is expected to be a proactive ‘partner’ with the Board of Directors and Committees to ensure that appropriate focus and resources are in place to propagate OCC’s premier status in the western Kentucky market.

**Initial Priorities**

While the list of priorities is long and varied the Board of Directors has identified the following as those priorities that should be among the first to be addressed by the new GM:

* Invest the time to fully understand the culture of the community as well as the history and traditions of Owensboro Country Club.
* Review planned improvements to the overall Club Master Plan to provide the Board with an assessment and suggestions to help ensure that this new project will meet the goals and objectives for serving current and future members.
* Be “present and engaged”. The need and desire to meet and develop positive relations with all Club stakeholders is critical to long-term success and the building of trust in decision-making and respect for recommendations to follow.
* Initiate building a presence in the community. OCC’s members are well connected and regarded members of the Greater Owensboro business, civic and social community. Active involvement and development of key community relationships is critical to enhance OCC’s brand/image, membership recruitment efforts and foster positive PR for OCC.
* Review and assess the overall internal organization, departmental operations, programming and planned activities to provide the Board of Directors (after 60 days) with an analysis and recommendations as needed
* With the new Clubhouse project planning well underway there will an immediate need to work closely with the Project Director while fulfilling all of the day to day responsibilities outlined in the GM Job Description.

**Candidate Qualifications**

The Board of Directors is seeking a candidate who can best meet the qualifications outlined below.

A confident, visible, sincere and capable leader with exceptional communication, listening and inter-personal skills are necessary for a successful ‘fit’ in this role, as is someone who consistently represents themselves to all members and staff ‘with class’ and in a professional manner. Building trust and confidence with all members and staff is a critical success factor for this role at OCC.

Business skills and financial acumen are of critical importance and success factors for the GM/COO who is ultimately responsible for the efficient and financially sound operation of the entire Club. He or she is the primary ‘driver’ behind preparation of the annual operating and capital budgets.

In the coming months, the Club’s Board would like to create Key Performance Indicators (metrics) for operations in all areas, and the GM/COO will play a critical role in defining these various metrics as well as installing monitoring/reporting methods to stay on top of ‘actual to budget’ results. Applying modern business metrics to OCC’s financial model is a vital factor to achieving sustainable growth.

The ideal candidate must be able to recruit, train, mentor and evaluate staff talent and make a positive impact on developing, coaching and providing effective motivation of OCC’s well-regarded and, in some cases, long tenured staff. Fostering a culture of camaraderie and teamwork throughout OCC at large is very important to the staff and membership. Primary to this overall expectation is the ability to deliver a team of friendly, engaging and passionate associates, sincere about serving the OCC’s members, and highly competent in doing so. Building a consistent model of regular staff evaluation tools and benchmarking is an important goal of the Board.

A strong skillset in Membership Development, as well as, Food and Beverage Operations is preferred. An energetic candidate with high-end brand experience is preferred. Special consideration will be extended to candidates that have a proven track record with implementing family-oriented programming that appeals to younger audiences while also growing valued golf-centric member participation.

Working closely with OCC staff members to market and deliver a high-quality banquet and catering experience will be an important task and expectation of the new GM/COO.

It would be a bonus and of significant value if the candidate has had experience in facilitating club renovation projects, as the Board is currently evaluating significant changes and improvements to the Clubhouse and related amenities.

**Preferred Candidate Experience**

* 4 Year Degree (Hospitality degree preferred)
* CCM Designation and/or PGA Member with GM Certification
* 2 Years of Private Member-Owned Country Club experience as a General or Clubhouse Manager
* Verifiable background and experience in Food and Beverage
* Verifiable success in membership development and retention
* Outstanding staff development, communication and training
* Outstanding references from prior Board Members and/or Owners
* History of developing management team members

**Expressions of Interest**

A detailed resume, letter of interest and alignment (in that order) should be submitted by email. A confirmation of receipt will be sent. Your letter should fully describe your reasons for interest in the role, how you see yourself aligning with the stated needs and requirements, and anything else you believe pertinent to understanding your candidacy.

Your interest in this role must be expressed to us no later than September 15, 2019. Interviews will begin in October with the chosen candidate expected to start within a few weeks of an accepted offer. Please be prepared for early interviews to be conducted via Skype.

IMPORTANT: Save your resume and letter in the following manner in Word or PDF format:

“Last Name, First Name Resume”

“Last Name, First Name Cover Letter”

Senior Search Executive:

Signature Group

Bruce Lucker, CEO

Office: (904) 770-4546 - Florida

For private and confidential email for Owensboro Country Club GM/COO candidates to submit resume and letter, or for any questions, please use: HR@thesignature-group.com

The Club should not be contacted directly.

**Date Position Available**

Immediately

**Other Benefits**

Salary is commensurate with experience. The Owensboro Country Club offers a competitive benefits package.

**Please send resumes to:**

HR@thesignature-group.com