

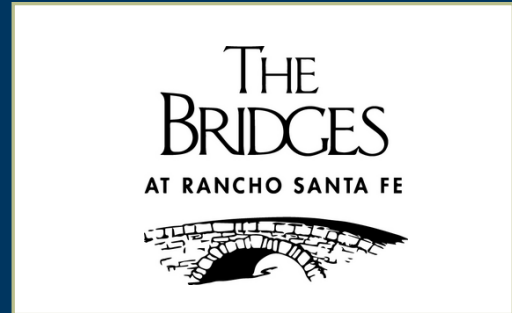
## CANDIDATE PROFILE

### General Manager/COO

The Bridges at Rancho Santa Fe

Rancho Santa Fe, California

[www.thebridgessf.com](http://www.thebridgessf.com)



[Please click here to watch a short video.](#)

### Organization

The Bridges at Rancho Santa Fe (The Bridges) is a club like no other. Nestled within the coastal crests and canyons of Rancho Santa Fe, The Bridges is a place where a spirit of togetherness is cultivated among members and shared ideals are nurtured. At its heart, The Bridges lifestyle is about giving members the freedom to live as they have always dreamed. From the world-renowned golf to the European elegance of the 36,000 square-foot clubhouse, every facet of The Bridges reflects uncompromising attention to detail to create the rarest of private retreats and a place that truly celebrates its surroundings. A collective appreciation for exceptional quality of life with a down-to-earth and inclusive attitude.

The Bridges offers members and guests an iconic signature Robert Trent Jones II-designed, 18-hole residential golf course that wanders a lovely site in the dry, stony foothills in north San Diego County. The design is a contrast of sculpted architecture with smooth-edged, cape-and-bay style bunkering, reflection ponds, and flowing fairway lines set against the property's rugged ridges and canyons, with long views toward the Pacific off the highest points. The first nine holes circle through the development's more compact residences while the second nine flares out into open country under the purview of large luxury estates. The club's namesake bridges connect several holes that leap over valleys and the Escondido Creek ravine.

It is a playground, the ultimate sanctuary amid the Southern California hustle and grind. The Bridges' robust golf programming offers competitive and social events for the club's aspiring professionals and leisure players. Providing challenges and memories for golf novices and pros alike, the world-class course's dramatic terrain, design and amenities remain unparalleled in Southern California and listed in the top 20 of Golfweek's best private clubs in 2024. The Professional Shop at the Bridges features an upscale boutique with golf, lifestyle, health, and wellness equipment and apparel, along with accessories and gift items. Members enjoy the Richard C. Helmstetter Performance Centre (RHPC), a state-of-the-art golf facility offering exceptional personalized golf instruction, a player development program for players of all skill levels and abilities, and a meeting and event venue. Dining at The Bridges is in a class of its own offering several venues, each unique in style and ambiance. The club

provides exquisite amenities including a world-class health club, a full-service day spa, a year-round heated pool, and a Tennis & Recreation Centre boasting everything from an entertainment lounge to a bocce court offering an active competitive and recreational calendar.

As the club approaches its 25<sup>th</sup> Anniversary and pending membership approval, major clubhouse renovation plans have been formed. These plans enhance the spectacular beauty of the club and reflect the incredible pride the members have in their club. They also ensure that The Bridges remains Southern California's premier country club.

Another Capital project that has begun, setting The Bridges apart in a massive way, will provide the club with its own unlimited water supply and mitigate the existential risk faced by most clubs in the region. Additionally, it will significantly alleviate the rising water costs, currently exceeding \$1 million annually and increasing at about 9% per annum. This project should be completed in 2025.

### **By the Numbers:**

- 28,000 Annual rounds of golf
- Initiation Fee \$200K
- Annual dues/fees for regular equity members are \$39,480
- Approximately 433 members in all categories
- \$20M Gross Revenues
- \$14M Annual Club Dues Revenue
- \$6M Non-dues Revenue (\$3.2M of that is F&B Revenue)
- 145 Full-Time Employees
- 7 Committees
- 9 Board Members serving 3-year terms
- 60: Average age of members
- ClubEssentials accounting and POS
- The club is organized as a For-profit C-corporation

## **Mission Statement**

Our mission is to provide our members with a vibrant and exclusive club experience, which fosters a sense of community, passion, and excellence. Our values are centered on providing our members with exceptional service, fostering a welcoming and inclusive environment, and promoting sustainability and responsibility.

## **Position Overview**

The General Manager/Chief Operating Officer reports directly to the club President and the Board of Directors. Direct Reports include Director of Food and Beverage, Controller, Membership / Sales and Marketing Director, Director of Security, Director of Golf, Golf Course Superintendent, Director of Health & Fitness, and Executive Assistant.

## Responsibilities

- Implements general policies established by the Board of Directors and directs their administration and execution.
- Plans, develops and approves specific operational programs, procedures, and methods in alignment with general policies.
- Coordinates the development of the club's strategic and annual business plans.
- Develops, maintains, and administers the management organizational plan and initiates improvements as necessary. Works with subordinate department heads to schedule, supervise, and direct the work of all employees.
- Establishes a basic personnel policy and initiates and monitors policies relating to personnel actions, training, and professional development programs.
- Maintains membership with the Club Managers Association of America (CMAA) and other professional associations and attends conferences, workshops, and meetings to stay informed about current trends and developments in the field. Participates in outside activities approved by the Board of Directors to enhance the club's prestige and community involvement.
- Coordinates the development of operating and capital budgets, monitors financial statements, and takes corrective action as required.
- Attends meetings of the club's Executive Committee and Board of Directors. Coordinates and serves as an ex-officio member of appropriate club committees.
- Welcomes new members at Meet and Greets and attends all member events as practical during their visits to the club.
- Provide advice and recommendations to the President and committees about construction, alterations, maintenance, materials, supplies, equipment, and services.
- Ensures the club operates by all applicable local, state, and federal laws.
- Oversees the care and maintenance of all the club's physical assets and facilities.
- Work collaboratively with club marketing and membership departments to grow relations programs that promote the club's services and facilities.
- Reviews and initiates programs to provide members with a variety of popular events. Ensures the highest standards for food, beverage, sports and recreation, entertainment, and club services.
- Establishes and monitors compliance with purchasing policies and procedures.
- Works with the Club Accounting Department to analyze financial statements, manage cash flow, and establish controls to safeguard funds. Reviews income and costs relative to goals, taking corrective action as necessary.

## Requirements

- Project management skills with experience in golf course redevelopment, irrigation, construction, large-scale capital improvement projects, and commercial real estate.
- Deep understanding of the golf industry, with a passion for delivering exceptional member experiences.
- A demonstrated track record of driving growth, profitability, and operational excellence in a leadership role.

- Exceptional communication and interpersonal skills, with the ability to inspire and lead a high-performing team.
- Strategic thinker with the ability to navigate challenges and capitalize on opportunities.
- The ideal candidate is a team player dedicated to providing an exceptional Member experience.
- He or she should have proven executive leadership experience, preferably as a General Manager/Chief Operating Officer, in the private club, hospitality, or luxury service industry.

## Qualifications

- A minimum of 7-10 years of progressive leadership/top-level general management experience in a high-quality, private member-owned club, with multi-dimensional operations, or operations outside of the club industry of similar dynamic, quality, and relevant operation.
- The club will consider well-mentored “rising stars” (AGMs), but only from similarly large-scale, high-quality recognized clubs.
- A Bachelor of Science degree (or equivalent) from an accredited college or university, preferably in hospitality management.
- A CCM and/or CCE designation or similar accreditation outside of the club industry is desirable.
- Management and leadership skills necessary for success (as demonstrated and verified record of previous success in multiple clubs or resorts).
- A high degree of culinary, golf, and racquet sports operations, agronomy, new remodel and construction, and executive COO ability, especially in problem-solving, creating, and decision making.
- Must have the ability to be a master communicator; and communicate with excellent oral and written skills.
- Must possess a working proficiency of computer skills and knowledge of all club software including MS - Exchange, Word, Excel, PowerPoint, and POS / Club Software Programs (The Bridges uses ClubEssentials).
- Excellent human relations skills, with a talent for motivating, mentoring, and empowering their staff.
- Ability to function under pressure, set priorities, and adjust to changing conditions.
- Has a demonstrated high work ethic, patience, and coach-training leadership style, with a sense of responsibility for the GM/COO leadership position (as defined by the CMAA GM/COO leadership model).
- Applicant must possess a passion for providing high-quality member service and a commitment to exceeding expectations by setting operational standards, benchmarks, and daily inspection of all services.




## Competitive Compensation

- A full-time salaried position with a full benefits package
- Performance bonus
- Paid time off
- Health, Dental, and Vision Insurance per The Bridges Employee Benefits Package

- Salary will be commensurate with qualifications and experience. Individuals who meet or exceed the established criteria detailed in this position profile and posting are encouraged to send both a cover letter, resume, and portfolio.
- Salary Range: \$350,000 - \$450,000
- Note: The preferred method of contact is email. Please send your cover letter, resume, and portfolio showcasing your work in PDF format, attached via email with the subject line: General Manager/COO, The Bridges of Rancho Santa Fe, to the email address below.
- **The cover letter should be addressed to Mr. Brian O’Callaghan, President, The Bridges at Rancho Santa Fe** and clearly state why you want to be considered for this position at this stage of your career and why The Bridges at Rancho Santa Fe and the San Diego area will be beneficial to you, your family, your career, and the club if selected.

**All employment offers are pending satisfactory results from a background investigation and appropriate reference verification.**

**Professionals who meet or exceed the established criteria are encouraged to contact GSI Executive Search as early as possible but no later than Monday, July 8, 2024.**

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|  | <p><b>David Robinson, CCM</b><br/>Principal</p> <p> <a href="mailto:david@gsiexecutivesearch.com">david@gsiexecutivesearch.com</a></p> <p> 808-829-2508</p> |
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*GSI Executive Search has been serving the private club industry for over twenty-five years, providing a wide range of executive search and placement services. In addition to GM searches that have been performed recently, GSI consultants have done over 100 GM searches around the US in the last two years.*