

GENERAL MANAGER PROFILE: FRESH MEADOW COUNTRY CLUB LAKE SUCCESS, NY

THE GENERAL MANAGER OPPORTUNITY AT FRESH MEADOW COUNTRY CLUB

An outstanding opportunity exists for candidates with a successful track-record of sincerely engaged leadership and high-quality operations management in private clubs or high-end establishments in the hospitality industry. We are conducting the General Manager (GM) search for Fresh Meadow Country Club located in Lake Success, New York. The candidate will be the leader of a high-performing team at one of Long Island's premier country clubs, and will find a demanding, high expectation membership who are also extremely caring, supportive and engaged. The club is a multi-generational home away from home for its members and they are looking forward to having a GM who can become part of the Club's family.

Success in this role is delivering a highly personalized experience for each member of the Fresh Meadow family, with sincerity and truly "owning" the role that you have assumed. Leading the well-established team and working with members for common goals at Fresh Meadow means "building positive relationships as opposed to creating a series of transactions." This is evident by the fact the club has had two general managers in the past 18 years.

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

ABOUT FRESH MEADOW COUNTRY CLUB

With an ideal location nestled on the north shore of Long Island twenty miles east of New York City, Fresh Meadow Country Club (FMCC) has hosted many historic events as well as famous celebrities throughout the years. From the beginning, Fresh Meadow has been a first-class country club. The original members wanted their course to be one of the country's great examinations of golf that would test the leading players in major competitions. They engaged A.W. Tillinghast to design the course, which opened in 1923 and hosted the PGA Championship in 1930.

The 1932 U.S. Open was hosted by Fresh Meadow Country Club, then in Flushing, New York. The course where this U.S. Open was played in Queens no longer exists. The Club sold the property in 1946, which was developed as a residential neighborhood (the Fresh Meadows section of Queens). The Club then purchased the property, clubhouse, and golf course of Lakeville Golf & Country Club in Lake Success, its current home.

Fresh Meadow Country Club offers members and their guests an unparalleled level of luxury and attention to detail, from the spaces within the clubhouse and the beautifully manicured golf course to the five-star culinary team and well-trained service staff, many of whom are very long tenured and part of the family at FMCC. The exquisite clubhouse is expansive yet can be configured to provide intimate settings and distinct venues within its spaces. A recent remodel highlights the luxurious interiors, while giving the Club a more contemporary yet refined casually elegant feel.

The outstanding and meticulously manicured golf course is highly regarded in the NY Metropolitan area and beyond. Consistently well-maintained and challenging, it provides solace from busy suburban living outside the gates of this 170-acre golfing heaven. The Head Golf Professional is a two-time winner of the PGA Club Professional National Championship, among other notable wins, and has various appearances on the PGA TOUR.

Fresh Meadow's premiere services, along with exquisite clubhouse decor, a challenging golf course, and outstanding special events, make it a fun filled place for members and their families.

As a private Club, membership is by invitation only. Known for the quality of its events and activities, the new GM will find a membership of high expectations, but very appreciative of the staff who have long served their needs and consistently met their expectations over the years. Paying close attention to the details, providing personalized service and for the new GM, being a naturally “highly present and engaged” leader. Additionally, possessive of outstanding personal communication skills, a hunger and ability for continued evolution toward excellence in all that the Club does for its members and staff, and possessive of appropriate humility and confidence to be a true “thought partner” with the Board will provide for an ideal and long term fit for the role. And it will result in great satisfaction and success for both parties.... the Club and the new GM.

FRESH MEADOW COUNTRY CLUB BY THE NUMBERS:

- Approximately 420 members in all categories; 290 FTE
- \$23,000 to \$33,000 annual membership cost (dues and capital fees) depending upon membership type
- \$12.0M Gross volume
- \$3.2M F&B volume – 1/3-member, 2/3 catering
- \$5.4M Gross payroll
- 125 Employees in-season; 75 off-season
- The Club is governed primarily by 4 members who serve as Executive Officers and a Board comprised of 18 to 22 members
- 58 - Average age of members

FRESH MEADOW COUNTRY CLUB WEBSITE: www.freshmeadow.org

GENERAL MANAGER JOB DESCRIPTION

The General Manager (GM) assumes all operational leadership responsibilities of the Fresh Meadow Country Club and functions as a key thought partner and executive with the Club’s Board of Governors and Committees.

As noted, the Club has a strong history of tenure amongst many in its staff and is desirous of attracting a high performing, achievement oriented, collaborative leader who views FMCC as a club that he/she can help to thrive for many years to come and be the club of choice in a competitive market.

The GM at FMCC has responsibility for all day-to-day operations of the Club. He/She directs and administers all aspects of the operations---the amenities, project development, staff and all programs and activities including each operating entity of golf, tennis, pool, fitness, and food/beverage operations, activities and programs to ensure consistent, outstanding service delivery to the membership and their guests. At Fresh Meadow, this position is one that requires exceptional diplomatic graciousness with a high degree of visibility and a strong, personalized service perspective, a personification that is critical for all team members to emulate. Critical to the new GM’s success is the intuitive sense to be “present,” and to sincerely engage with every generation of family members and their guests. Like many clubs today, continuing to enhance the younger members’ experience is an important driver to long term success.

The ideal candidate has a great degree of “polish,” an intuitive “gravitas” about himself/herself and recognizes the need to be fully engaged and fully committed to the Club in the especially busy summer and shoulder season months. Additionally, he/she must be naturally “discreet” and appropriate, both inside and outside of the Club, but also recognizing of the importance to be involved in the community as a representative of Fresh Meadow, which is helpful to drive events and membership. Establishing strong and very positive relations with the local community services (fire, police, building, etc.) and leaders is an important focus.

The GM is responsible for the creation, implementation and consistent maintenance of all service standards and processes while providing vibrant, innovative, relevant and respectful leadership for key managers and staff at FMCC. As noted, creating exceptionally personalized experience for FMCC members is critical, and possessing an obsession with the details necessary to achieve such an outcome is critical, and ensuring that the team understands and executes to those levels is necessary.

Clearly, a primary objective is for the GM to be the highly visible and interactive ‘face’ of the Club, and to ensure that goals and objectives are defined, understood, evaluated and enhanced on a continuous basis. Additionally, the keen ability to say no, when appropriate, but to be able to do so in a thoughtful, consistent and diplomatic manner, and with reasoned logic is an important personal attribute that is a priority. The GM will be responsible for ensuring top level products and services are delivered but maintaining fiscal responsibility and adhering to agreed upon budgets.

The GM must be a proactive part of the process of strategic planning, talent acquisition and retention, membership recruitment and orientation, and membership activities/services programming, ensuring that each of these areas of focus consider current and future membership demographics. Additionally, he/she must recognize that all amenities at FMCC need to be commensurate with the majority of members’ expectations, and that his/her primary mission is to determine and ensure quality levels are provided, often times compelling the Board and helping to direct Committees to recognize trends, evolving demographics and what will help sustain FMCC for years into the future.

The new GM will recognize that golf is a primary ‘driver’ of the Club, but that other amenities, family activities and especially quality food and beverage services are all integral parts of the amenities package of FMCC and, as such, need to be commensurate with member expectations. Junior programs are also a key ‘driver’ and must be consistently innovative, vibrant, and led in a creative, energized manner, in all appropriate amenity areas within the Club.

Being a strong mentor, along with a continuous development of the team, both senior and support staff, is a critical success factor for the new GM. Working with his/her team to perpetuate the current service approach and delivery of a “high end country club” product, the GM must maintain and seek a staff culture that will further elevate the already high standards of delivery and refinement of the FMCC team. “Tone at the top,” leading by example and truly caring for the well-being of his/her team will be necessary to success and integrating effectively into the Fresh Meadow environment. Working to ensure that all operating departments are part of the “team” is critical, including establishing means of increasing collaboration, mutual respect and clear understanding of a “one team, one focus” mindset is necessary and important.

A key requirement is to be able to work proactively with the Board and Club Committees, as appropriate, to keep them focused on key goals and objectives that benefit the long-term well-being of FMCC, and to ensure that significant capital projects are successfully executed, keeping all significant constituencies well informed throughout. The Board is “not interested in running the Club,” and is looking for a more CEO-like mindset from its GM to take a strong role to be “out in front of issues,” and to provide them with solutions and executing to successful outcomes where and when needed. This includes being a fiscally responsible leader of the organization, working to ensure that “high quality is appropriately balanced with costs necessary to do so.” Quality is never to be sacrificed for cost, but reasonableness is expected in balancing this objective, including ensuring that necessary analysis is done, for example, pre-and post-events, with vendor sourcing and supply, and so on in each department.

Even in that CEO-like mindset, the new GM must be highly interactive, engaged and communicative with all constituencies at Fresh Meadow. As such, outstanding communication skills are necessary for this role and to be successful at FMCC. As the primary communicator of much information at the Club, proven outstanding verbal and written skills are absolutely critical, as is a keen ability to “listen,” “engage,” “build trust” and “be highly approachable.”

As with most innovative, high performance clubs, the need to continually improve existing member services, and introduce new programs and services to enhance member satisfaction and the overall value of membership at FMCC is a critical success factor, and much of this has historically been driven by exceptionally well-done events and functions. The GM must have a natural interest in being involved in the planning and execution of such events, working closely with a strong group of Senior Staff to ensure that the details of success and expectation are consistently covered.

Historically, with the GM being such a strong 'face' of FMCC, he/she is actively engaged in the creation, planning and execution of major events and outings, which are key financial drivers to success for the Club.

CANDIDATE QUALIFICATIONS

Initial Priorities of the General Manager

With the expectation that the new GM will commence his/her role in Fall 2018, the following priorities have been identified as recommended primary focus:

- Observe, listen, ask questions and learn about the culture and heritage of Fresh Meadow. The Club Board appreciates that a set of "fresh eyes" may identify areas of improvement or attention. Ensuring that standards for quality service and amenity maintenance are in place and consistently upheld is very important early in one's tenure.
- *Outside events are a key driver to financial success at Fresh Meadow, so personal attention and involvement in the planning and execution of such events are important and expected.*
- Meet and sincerely interact with and engage as many members as possible. Building immediate trust and confidence with one's personal interactive skills is critical.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. *F & B operations are of utmost importance to the membership and meeting a majority of members' expectations in this area is a critical success factor. Service standards and consistent delivery thereof is an important focus. (Note: The Club is currently in the process of interviewing for the role of executive chef as well. The current culinary team has done a very good job during a period following the prior chef's departure, but with F & B being the most critical area for driving membership satisfaction, the onboarding and alignment of the executive chef and the GM will be a top priority.)*
- Spend time with the team (staff in all areas of operations); getting to know them, their abilities and aspirations, consistently using this time to further communicate the vision and mission of FMCC.
- Develop the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness.

Candidate Specifications

Although many of the following have been noted above, to reiterate, candidates should have:

- A minimum of 7 - 10 years of verifiable, progressive leadership and management experience in an active, private member-owned club environment. NOTE: While having strong preference for those who have experience in the General Manager role, those current Assistant General Managers or Club Managers at well-recognized clubs, with verifiable records of achievement, may be considered for this role. Experience and success working in a predominately Jewish membership club is of great interest as well.
- A verifiable career track that demonstrates a record of tenure and commitment to previous employers, and that career moves were for enhancement of skills and experiences as opposed to 'unplanned' career changes.
- Strong general management and leadership skills with verifiable strengths in team development, financial planning, systems and analysis, diverse recreational amenity management (golf, tennis, fitness, aquatics, *family activities* and others are especially desirable), *quality food and beverage programming* (especially important), *exceptional member/guest service programming*, strategic planning, project management, and most importantly the ability to consistently define and achieve goals and objectives.
- Possess a true sense of ownership, recognizing that this role is a hands-on position and there is a strong, in-season need to be a constant "face" of FMCC. Doing so with an especially strong attention to details, ensuring that the assets, programs and expectations of Club members are maintained at the highest quality levels.
- Exceptionally strong communication and facilitation skills, both in writing and verbally, along with the appropriate personal presence, desire and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of FMCC. *Communication with members and staff, and 'sincere and engaged' personal visibility is of immense importance at Fresh Meadow. The natural ability to remember the names of members is critical.*

- A “strong network” of industry professionals in order to assist the Board and Committees with visioning the Club’s future needs based on trends, demographics, etc. This is especially important relative to seasonal staff recruitment. FMCC has a large number of H2B and J1 staff members and provides many of them on-site housing. Establishing strong relationships with key Florida clubs to share quality team members is important. *Recruitment and training standards for quality seasonal staff is a year-round focus of the GM.*
- An exposure and responsibility to oversee and lead a high-quality operation in his/her previous positions--- amenities, service, history and traditions and overall club ambience. It is critical that the GM embodies the level of quality and consistency that is commensurate with expectations at FMCC.
- Has a verifiable record of fiscal responsibility and is able to educate and support his/her key managers to be able work within approved budget parameters.
- Business, creative and entrepreneurial sense for the overall evaluation of programs and services provided at FMCC. Additionally, having the ability to recognize the quality and type of service that the majority of members (or future majority of members) expect, and which will continue to enhance the value of membership at Fresh Meadow Country Club.

A candidate must be:

- An “open door” leader! Intuitively recognizing the need to be highly approachable, engaging and sincerely vested in the success of FMCC, both for its members and its staff. “Natural humility” and instilled “gravitas” is critical.
- An absolute “Team Builder.” A person who embodies the persona of ultimate coach and motivator who exemplifies a team spirit attitude; someone who brings out the very best in those around him/her by setting clear goals and expectations, providing consistent feedback and support, and who is respectful and professional in all interpersonal dealings.
- Able to commit to a six-day week in the season, recognizing the ‘balance’ of off season months and a much less personal time commitment is then required.
- A confident, diplomatic and competent professional who is a ‘doer’ and take-charge person and who recognizes the importance of accountability. A creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word; not someone who is defensive in any way.
- A “no surprise” style leader who naturally shares information and direction rather than having a hidden agenda.
- Someone who is equally at ease in developing relationships with all demographics of members---long tenured, newer tenured, male, female, juniors, golfers, tennis players, social members, etc.---without favoritism and by using strongly developed listening skills.
- A person who understands and effectively functions in a non-profit, volunteer Board and Committee environment. Someone who is a strong consensus builder, and who embodies the behavior and skills one needs to be successful in this type of governance model.
- Capable of a high degree of initiative and resourcefulness in directing the activities of a busy family-oriented country club; able to present a consummately professional image to the staff, membership, and the community at all times. The true “Ambassador” of FMCC.
- Have a high degree of creative and “fresh” ideas relative to food and beverage operations, member activities and programs. Experience and a strong history of creating, overseeing and executing the details for significant events and activities that have been part of FMCC’s history of success over the years.
- Possessive of strong organizational skills, and an obsession with covering the details necessary to consistently achieve high levels of quality, satisfaction and outstanding member experiences.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- Preferably, a college graduate, with Certified Club Manager (CCM) and a Certified Chief Executive (CCE) designation and is committed to on-going professional development regardless of what stage he/she is in his/her career.
- In lieu of the degree, substantial high-end, private club or hospitality experience will be considered.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

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.
- **Preparing a thoughtful letter of interest and alignment, clearly articulating your “fit” with the profile and the above noted expectations and requirements is necessary.**
- Your letter should be addressed to **Mr. Howard Hershenhorn, Search Chairman**, and clearly articulate why you want to be considered for this opportunity at this stage of your career and why Fresh Meadow Country Club and the Nassau County area will likely be a “fit” to you, your family 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”

(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.

For directions on how to upload your resume and cover letter [visit this page](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle at patty@kkandw.com.

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