

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: THE SPRINGS COMMUNITY ASSOCIATION RANCHO MIRAGE, CA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE SPRINGS COMMUNITY ASSOCIATION

The Springs Community Association (The Springs) in Rancho Mirage is looking for an exceptional professional to be their next General Manager/Chief Operating Officer (GM/COO). Idyllically set in the heart of the Coachella Valley, with beautiful mountain views, The Springs is celebrating its 50th anniversary in 2025. It is one of the desert's most established and vibrant Member-owned private country club communities. With an eye toward the future, The Springs residents recently approved a \$16 million plan to replace the irrigation system and renovate the golf course, with construction scheduled to begin in April. The Springs is now offering an exciting and rewarding opportunity for a strategic, service-focused, results-oriented, collaborative leader to guide The Springs' future.

The Springs operates under a unique ownership model. In 2019, The Springs Community Association (HOA) purchased all the assets of The Springs Club, including the clubhouse, golf course, sports and fitness facilities, etc. All 817 homeowners are members of The Springs Community Association, which operates with one board of directors that sets the vision and direction for all HOA and club operations in the community. The GM/COO reports to The Springs Community Association Board of Directors.

The board is looking for a visionary, proactive, inclusive, engaging, and transparent leader with a proven track record of success in HOA and full-service club management. The successful candidate will have experience in strategic planning, executing capital projects, financial management, and operational excellence. Key elements of success include superior communication skills, the ability to implement procedures and programs to maintain and improve the property and facilities, build the right management team, train, inspire, and retain staff, and continually enhance the member experience.

The GM/COO will administer the annual business plan effectively and efficiently. He/She will actively partner with the board to refine and execute a long-term plan to ensure The Springs remains competitive in the marketplace, offers exceptional value with premium amenities and facilities, and endures as a community with a vibrant, enriching lifestyle experience for its members.

Click here to view a brief video about this opportunity.

ABOUT THE SPRINGS AND THE COMMUNITY

The Springs, born from the vision of California land developer Edwin Johnsen in the early 1970s, has become a prestigious and timeless community in the Coachella Valley. Inspired by Palm Springs' allure to Hollywood elites, Johnsen's handshake deal and pioneering spirit laid the foundation for a member-owned club that honors tradition while embracing the future.

The heart of The Springs is its membership community, composed of both full-time and seasonal residents. Springs members are friendly, welcoming, active, engaged, and share a passion for making their community lifestyle experience, special and memorable. With more than a dozen member-run activity clubs, there is always something happening at The Springs.

The 48,000-square-foot clubhouse, renovated in 2021, is the hub of member activity, with a lively restaurant and bar scene, plus meeting and event spaces. Separate tennis and fitness/spa clubhouses, seven tennis, twelve pickleball, and two bocce ball courts are overseen by certified, professional staff that offer a full complement of services and activities. The Oasis Café, located between holes nine and ten, serves the whole community as a beloved spot with a spectacular view for a casual breakfast or lunch.

The homes at The Springs are set around a classic Desmond Muirhead-designed 18-hole golf course, with five sets of tees offering a challenging experience for players of all skill levels. With accessible tee times, a staff of PGA teaching professionals, a fully stocked pro shop, and a host of organized and casual events and groups for both men and women, The Springs offers an exceptional golf experience.

For 50 years, The Springs has been a cornerstone of the Coachella Valley, renowned for its fabulous mountain views, timeless charm, and warm hospitality. As one of the Valley's first private clubs, it preserves its rich history while providing modern amenities and experiences and a vibrant, welcoming atmosphere. Here, traditions are cherished, new memories are created, and everyone feels at home. Whether it's for recreation, relaxation, or building lifelong connections, The Springs offers an unparalleled lifestyle where living one's best life comes without compromise.

THE SPRINGS BY THE NUMBERS:

- Homeowners: 817, who all enjoy Social Membership privileges
- Members: 190 Resident Golf Members, 80 Non-Resident Golf Members, and 68 Non-Resident Social Members
- Initiation Fees: Golf Resident \$17,500; Golf Non-Resident \$35,000; Social Non-Resident \$12,500
- Gross Annual Revenues: \$23.6M
 Annual Dues Revenue: \$14.8M
 Annual Capital Dues: \$3.2 M
- Food & Beverage Annual Volume: \$2.6M
- Employees: Approximately 96 FTE; 37 Seasonally
- Gross Payroll: \$7.6M
- Annual Golf Rounds: Approximately 23k
- Board Members: 9 with staggered 3-year terms
- Average Member Age: 70
- Board Committees: Finance, Architectural & Landscape, Golf, Sports, Community Services, Social, & Nominating
- Accounting and POS: Club Essentials Software
- The Springs is organized as 501(c)(4)

THE SPRINGS WEBSITE: www.thespringsrm.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

Serves as General Manager/Chief Operating Officer of the Association and reports directly to the president and board of directors of The Springs, which sets the vision and direction for all aspects of the community. He/she will be the face of the community and be a conduit between the board of directors, members, guests, employees, community, local government, and industry.

The GM/COO at The Springs will be responsible for coordinating and administering the community's policies as defined by the board of directors. Various job duties include developing operating policies and procedures and directing the work of all department managers, including maintaining a clear performance management process. Additionally, he/she implements and monitors budgets, ensures consistent quality of the Association's services, and maximizes member and guest satisfaction, as well as respective staff support and performance. He/She secures and protects the Association's assets, including golf course, clubhouse, café, fitness and court facilities, equipment, and member/resident intellectual property.

Positions reporting to the GM/COO are the Assistant General Manager (AGM), Community Manager, HR Manager, Clubhouse Manager, Executive Chef, Controller, Director of Agronomy, and the Director of Golf.

The Membership Director, Courts Manager, Fitness Manager, IT Manager, and Security Manager all report to the AGM.

He/She is responsible for implementing the strategies and tactics necessary to annually achieve the budgeted goals which are established by the board and to ensure the team has a very clear path and direction. Specific emphasis on consistently enhancing the lifestyle experience for the members and their guests is of primary importance. He/She is responsible for managing all of the key assets (physical and staff), including all amenities, food and beverage, community assets, and member services to ensure they are consistently regarded as delivering 'best in class' service execution for a club community of the size and stature of The Springs.

The GM/COO is expected to provide his/her leadership to the board, committees, members, and staff and actively engage in the local community to ensure strong relations with necessary municipal authorities.

KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the board and its committees, who in turn will keep the GM/COO focused on key goals and objectives that benefit the long-term well-being of the Association.

There is a great team and "family" culture at The Springs, which is highly valued by staff and members. Continuing to build on this culture will enable the GM/COO, together with the leadership team, to creatively develop the "wow" factors of an enhanced member experience matching the heightened expectations commensurate with continued reinvestment in the community.

The board is looking for a collaborative mindset from its GM/COO to take a strong role in running the community, to be out in front of issues, and to provide them with solutions. The ability to execute plans and achieve a shared vision will be the key to success in this position.

Outstanding communication skills, both written and verbal, are essential. Additionally, as the primary communicator of most of the information to the community, a keen ability to listen, engage, build trust, and be highly approachable is also of critical importance.

Characteristics and Essential Duties of the successful new leader include the following:

- Embody and foster a culture of exceptional member experience
- Possess a positive, warm personality, treat everyone with respect, be a confident leader, and be a good listener with exceptional team-building skills
- Expert orchestrator, multi-tasker, and problem solver, capable of sustaining a collaborative team working together with common goals and consistency of effort throughout all areas of the community
- Be visible, hands-on, and engaged with members and staff
- Manage and monitor service standards and product quality to ensure high levels of member and guest satisfaction
 - o Have the mindset of continuous quality improvement
 - Create and implement performance metrics to drive results; use benchmarking to identify areas of improvement
 - Utilize training programs to expand staff skillsets that enhance the member experience
 - Track facility usage and seek ways to increase use by members and guests
 - Establish and maintain an ongoing dialogue with members to solicit input on direction and improvements
 - Be forward-thinking, evaluate programming, and identify and anticipate trends to ensure The Springs services will meet the evolving needs and expectations of the members while still retaining our comfortable and welcoming environment.
- Attract, retain, supervise, and develop staff at every level
 - Recognize your role as the "tone at the top" representative of The Springs, embrace the desired culture, and imbue it in the staff
 - o Be understanding, empathetic, reliable, and relatable to staff at all levels
 - Create and administer employee appreciation and recognition programs that engage the staff and reward performance
 - Support staff professional development through training and mentorship
- Collaborate with the board and membership to refine and implement a visionary long-term strategic plan that
 enhances facilities and services, sustains the desired culture, assures evolving member satisfaction, and ensures
 financial stability and market competitiveness
- Ensure fiscal responsibility through efficient scheduling and purchasing and, when necessary, make changes to stay within budgetary guidelines
- Actively support strategies, initiatives, and member programs and activities to retain and grow membership
- Be responsible for compliance with all the community's policies/procedures/rules & regulations and local, state, and federal regulations
 - Guide staff to follow all rules and regulations established in The Springs Employee Handbook
 - Establish and uphold the accountability of members to follow all applicable rules and regulations and governing documents
 - Ensure staff are working within OSHA and all guidelines for safe working conditions

CANDIDATE QUALIFICATIONS

- Minimum of five (5) years of experience managing a bundled community, including Homeowner Association (HOA) management experience
- Minimum of five (5) years Club Manager experience
- Strong financial acumen, detail orientation to "see" things needing attention, and operations, systems, and facilities expertise.
- Familiarity with California state law governing HOAs (Davis-Stirling Act)
- True 'rising stars' from the club industry who have been verifiably well-mentored or those hospitality industry managers who come from top-quality environments and who possess outstanding relationship skills may also be considered.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A BS or BA degree (or equivalent) from an accredited college or university.
- A CCM or CCE designation from the CMAA or a PGA General Manager certification or similar accreditation outside of the club industry is desirable.
- A PCAM or LCAM certification or currently in the process of receiving is encouraged.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package, including 401k with a 4% match by the employer. *Salary Range:* \$325,000 - \$400,000.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter in the order listed using the link below. When prompted for them during the online application process, you should have your documents fully prepared to attach. Please be sure your image is not on your resume or cover letter; it should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to <u>The Springs search committee/Attn: Joni Topper, Search Chair</u>. Clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and why The Springs and the Rancho Mirage, CA area will benefit you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than Thursday, March 27, 2025. Candidate selections will occur early-April, with the first Interviews expected mid-April 2025 and the second interviews a short time later. The new candidate should assume his/her role in late-June 2025.

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

"Last Name, First Name - Resume" &
"Last Name, First Name - Cover Letter – **The Springs**"
(These documents MUST 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.

<u>Click here</u> to upload your resume and cover letter.

If you have any questions, please email Bethany Taylor at bethany@kkandw.com

Search Executive:

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