

CANDIDATE PROFILE

General Manager / COO
Doylestown Country Club
Doylestown, Pennsylvania

www.doylestowncountryclub.com



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Organization

Doylestown Country Club (DCC) is a premier private country club located in the heart of Bucks County, Pennsylvania. The membership enjoys full access to a beautiful 18-hole golf course designed by William S Flynn, pool and cabana, fine dining, and unique private events. Situated near the heart of historic Doylestown, members experience a private community that is family-focused and inclusive. Throughout the year, members enjoy a variety of engaging activities that build enduring friendships, while golfers of every level find our outstanding golf course enjoyable and beautifully maintained.

Doylestown Country Club was founded in 1916 when Doylestown featured mostly farms and about 1,600 residents. The original vision of Doylestown Country Club was crafted by five founders, Dr. Frank B. Swartzlander, Dr. Joseph Swartzlander, Dr. Felix X. Murphy, J. Carroll Molloy Sr., and William R. Mercer. They secured 71 acres of farmland that featured streams, ponds, and rolling hills surrounded by beautiful trees at a rental price of \$1,100 per year. It began as a 9-hole course that sometimes featured sheep or cows as hazards in the fairways.

In 1945, the group and its members officially purchased the land, and within 10 years built a clubhouse and pool. In 1963, an additional 70 acres were purchased and expanded to a full 18 holes. Major clubhouse upgrades and facility expansions took place in 1972, again in 1997, and most recently in 2024. However, at the cornerstone of the property remains one of the original buildings from the first farmland, which serves as a reminder to members of the Club's humble beginnings more than 100 years ago. The recently completed renovation of the clubhouse facility is part of the club's long-term plan to continue to improve and elevate the member experience consistent with the vision of its founding fathers for Doylestown Country Club to be one of the premier private member experiences in Bucks County. The club is also executing its long-term plan to improve and upgrade the golf course with the recent renovation of Hole 3, with renovations to Holes 4 and 5 next on the schedule.

Doylestown Country Club's gross dollar volume exceeds \$10.5m, with dues of \$5.3m, and annual Food and Beverage volume exceeding \$3.5m and expected to grow. There are currently 770 members of the club and a waitlist to join, with the average age of the membership 56 years. The full initiation fee is currently \$25,000 and

full dues are \$12,252. There are 11 Board members and 11 standing committees. Doylestown Country Club has 70 FTE staff members and employs 200 in season. The Club is open 11 months per year.

Mission Statement

Doylestown Country Club is dedicated to providing memorable experiences to our members, guests, and the community with outstanding social and golf activities that are unmatched in Bucks County.

Vision Statement

To be the Premier Private club to socialize, dine, golf, and build life-long friendships in a welcoming and comfortable environment.

Position Overview

The successful General Manager/Chief Operating Officer (GM/COO) at Doylestown Country Club will need to be an approachable, visible, hands-on and accessible leader to both the members and staff alike. The GM/COO will guide all Club operations with a focus on delivering exceptional member services in support of the priorities established by the Club's Board of Directors and committees. The General Manager / COO will report to the Club President and Board of Directors.

The General Manager / Chief Operating Officer manages all aspects of the Club including its activities and the relationships between the Club and its Board of Directors, members, guests, employees, community, government and industry. The GM/COO coordinates and administers the Club's policies as defined by its Board of Directors. Develops operating policies and procedures and directs the work of all department managers. Implements and monitors the budget, monitors the quality of the Club's products and services, and ensures maximum member and guest satisfaction. Secures and protects the Club's assets, including facilities and equipment.

This position requires a high degree of grace, visibility, and a strong eye for personalized service, which is critical for all team members to emulate. The GM/COO should sincerely engage with all members and their guests. The role of GM/COO at Doylestown Country Club requires a strong embrace of the Doylestown community values and the enjoyment of a highly desirable community like Bucks County.

The General Manager/Chief Operating Officer's direct reports include; the Clubhouse Manager, Head Golf Professional, Golf Course Superintendent, Human Resources Manager, CFO/Controller, Executive Chef, Facilities Manager, Membership & Communication Director, and Activities & Catering Director.

Key Responsibilities

Operational Management:

- Oversee daily operations of the golf course, clubhouse, dining facilities, pool area, and other amenities.
- Ensure compliance with health, safety, and environmental regulations.
- The development and execution of all standards and operating policies, which is the foundation of a true service-oriented culture.

Financial Oversight:

- Develop and manage the annual budget, ensuring financial targets are met while providing value to members.
- Monitor financial performance, including revenue, expenses, and profitability.
- Lead a disciplined financial review process for the complete P&L, including capital budgeting, annual operating plans, and forecasts; negotiate and recommend contracts for Board approval, seeking competitive bids for larger projects.

Member Relations:

- Foster strong relationships with members and their families, addressing needs and concerns promptly.
- Organize member events, tournaments, and social activities to enhance member engagement and community spirit.
- Utilize a “Managing by Walking Around” leadership style to ensure there is an inclusive connection to both members and employees at all levels across our multi-generational club profile.
- Work with all department heads and key member committees to optimize the member experience across all events and activities; communicate effectively with the Board regarding any significant matters that need to be addressed; professionally resolve conflicts.

Staff Management:

- Recruit, train, and supervise staff across all departments, emphasizing customer service and member engagement.
- Conduct performance evaluations and provide ongoing professional development opportunities.
- Lead a strong human capital program, including employee engagement, recruiting, personal development planning, training, performance management, a focus on values-based behaviors, recognition and reward practices, succession planning, etc.
- Set the standard for the principles of high ethics, teamwork, collaboration, innovation, and productivity.

Strategic Planning:

- Collaborate with the Board of Directors to develop and implement long-term strategic plans.
- Identify opportunities for growth and improvement in club services and facilities.
- Foster the development of new and entrepreneurial concepts and activities for revenue generation and member enjoyment; ensure there is always an eye to longer-term planning and transformation priorities.
- Educate the Board on competitive industry trends and best practices.

Marketing and Membership Development:

- Develop and execute marketing strategies to attract new members and retain existing ones.
- Manage membership programs and initiatives to enhance member satisfaction and engagement.

Facility Management:

- Oversee maintenance and improvement of Club amenities to ensure a safe and enjoyable environment for members.
- Ensure that all areas are well-maintained and meet the Club's standards.

Attributes

- An outgoing and friendly personality with a high potential to identify with and embrace the Club's culture.
- Highly energetic; a self-starter with a “hands-on” approach to management.
- A strong sense of service with proven staff development and training skills.
- Decision Making – Resolves common problems and challenges regularly with high judgment. Looks at problems from many angles.
- Teamwork – Fosters a collaborative team spirit. Actively helps and supports others. Deals with conflict in a positive manner.
- Strategic Thinking – Understands all the key departments and functions and how they work collectively to achieve larger goals. Provides advice, information, and direction to others to support the achievement of team and/or department goals. Recommends optimal approaches to address critical issues in the immediate and medium-term.
- An intelligent and articulate individual who can relate to people at all levels of an organization and possesses excellent written and oral communication skills. Must be able to communicate policies, procedures, regulations, reports, etc., to staff, members, and guests.
- Able to work in a rapidly changing work environment. Must be able to adapt to changes, manage competing demands, and deal with frequent changes, delays, or unexpected events.
- Remain open to others’ ideas and exhibit a willingness to try new things.
- Ability to envision the Club’s future and continually come up with ways to improve the entire experience.
- Possesses a good sense of humor and the ability to have fun.

Requirements

- Bachelor’s degree in Hotel/Restaurant Management, Business, or a related field and experience that provides the required skills and knowledge. In place of a degree, substantial club or hospitality experience will be considered.
- Three to five years minimum experience as General Manager / COO or in a similar position at a club or hospitality-related field, preferably in the golf industry. An exceptional Assistant General Manager “rising star” with the proper training and mentorship would be considered.
- Strong financial acumen and experience with budgeting and financial reporting.
- Excellent leadership, communication, and interpersonal skills.
- Strong organizational and multitasking abilities.
- Expertise in developing performance measurement routines and implementing a continuous improvement program across all key processes and member touchpoints.
- Knowledge of golf operations and industry trends.
- A career path marked with stability and professional achievement.
- A person of exceptional character; motivated, energetic, friendly, and dedicated to the profession.
- A friendly and outgoing personality with strong communication skills and high visibility.
- Excellent verbal and written skills.
- The ability to operate a computer to enter, retrieve, or modify data utilizing Microsoft Word, Excel, Outlook, PowerPoint, email, internet, and other software programs at a high level of

proficiency.

- The role requires extended hours, including evenings and weekends, especially during peak season.
- Impeccable and verifiable references. All candidates will be subject to a thorough background check.

Competitive Compensation

- Competitive compensation/salary and an annual performance-based bonus based on the profitability of the Club.
- Healthcare, Medical, Disability, 401k
- Paid time off and work/life balance
- Professional dues, educational allowance expenses, and other expenses per the annual budget
- Relocation assistance (if from outside the area)

To be considered for this outstanding opportunity all cover letters and resumes should be received as quickly as possible but no later than November 5, 2024. All information received will be kept in the strictness of confidence.

Professionals who meet or exceed the established criteria are encouraged to send a compelling cover letter addressed to Timothy Pubins, Board President outlining their qualifications, experience, interests, and why Doylestown Country Club and the Bucks County Pennsylvania area will be beneficial for you, your family and your career along with their resume to:



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