

CANDIDATE PROFILE

General Manager / COO
Vaquero
Westlake, TX
www.vaqueroclub.com



Established in 2001, Vaquero occupies 525 acres of what was once the Hunt brothers' Circle T Ranch in Westlake, Texas. Discovery Land Company purchased the Ranch and developed it into an intimate, utterly private Club community.

The secluded property features rolling hills, a renovated 42,000-square-foot clubhouse, and a golf course designed by Tom Fazio and recently remodeled by Andrew Green. Over the last seven years, the membership has invested over \$62M in equity improvements to the Club, the Golf course, and amenities. The renovated golf course, racquets area, and comfort stations opened in the fall of 2023. Vaquero is 15 minutes from the Dallas/Fort Worth Airport and offers ample shopping and dining in the neighboring towns of Southlake, Keller, Trophy Club, and Roanoke.

For members, the Vaquero Clubhouse is a second home. This luxurious yet comfortable setting is where members live, work, and play. A member can work out in the morning, play golf, and enjoy lunch or dinner with family and friends. Vaquero offers members the ultimate lifestyle in a private Club and Community living. Once a member enters the gates, the staff is present for everything a member or guest may need. The team is dedicated to helping members enjoy the things that truly matter, friends and family.

Vaquero By the Numbers

- 413 total member families (353 Golf, 60 Social)
- 18 Hole Championship Golf Course, PAR 71, designed by Tom Fazio and remodeled by Andrew Green in 2023
- 2 - New member comfort stations, fully amenitized and state-of-the-art
- An Indoor Golf Teaching Center with Trackman range to be introduced shortly.
- 3 – Dining areas: Clubhouse, Ranch House, and Pool Grill
- Men's Locker Room Lounge and Women's Locker Room Lounge
- 5 – Tennis Courts, and 5 -Pickleball Courts
- Swimming Pool, Youth Recreation, 2 – Event Lawns, and Kids Club

- Spa and Fitness Center
- Family events, fishing, paddleboats, or canoeing
- 170 Employees (Full / Part-Time)
- Average Membership Age – 56
- Governance – 9 Board Members, 4 Standing Committees
- POS / Accounting System – Jonas
- The Club is organized as a – C Corporation, private and member-owned
- The Club is open 6 days per week, 12 months a year

Position Summary

The next GM/COO will be energized by the opportunity to make the Vaquero experience absolutely world-class. The GM/COO will find creative ways to add “surprise and delight” to every aspect of the Club to exceed member and guest’s expectations. The goal is to be genuinely the best and be known as a place that reinvents the meaning of member service over and over again. The GM/COO has complete responsibility and ownership over the day-to-day operations of the Club while leading all operations in pursuit of excellence with the strategic plan, mission, vision, brand strategy, and policies established and approved with and by the Board of Directors. The GM/COO must deliver on the Vaquero mission every single day:

“The Vaquero Club will be the finest private residential, golf, and country club community in the United States, where multiple amenities will be enjoyed by members and guests in an exclusive, relaxed atmosphere. Service will be personal, proactive, warm, and members will feel comfortable and secure. The Club will cater to families and friends by providing unique attractions, events, and programming focused on camaraderie and fellowship.”

The GM/COO is responsible for managing the entire inventory of key assets (physical and staff), including golf, food and beverage, fitness, activities, tennis, pickleball, front of house operations, member events, maintenance, housekeeping, accounting, human resources, communications, membership, member services, security, and future Club amenities. The GM/COO must have had previous experience leading Club asset renovations. The GM/COO must be a “hands-on” strong motivator with excellent leadership skills supported by solid ethics of honesty, integrity, trust, respect, responsibility, fairness, caring, and a visible, proactive presence with a first-in-last-out leadership style. The GM/COO must set the highest operational quality standards with a specific daily emphasis on consistently enhancing an extraordinary lifestyle experience for Vaquero Club members and their guests.

Reporting to the Board of Directors, the GM/COO is responsible for managing and implementing the Club’s annual fiscal operating budget and long-term business plans. The GM/COO will be responsible for all senior management and club operations in attaining the agreed-upon levels of excellence consistent with desired financial results. The GM/COO will coordinate and work collaboratively with the Club’s committee chairs to lead and assist with developing member conduct standards, Club policies, Club rules, procedures, programs, and events. Additionally, the GM/COO is the responsible leader for working with the Board of Directors in developing a strategic plan, ensuring that the Club’s future direction is sustainable and aligns with the goals of the membership.

The GM/COO will be the visible and present “go-to” leader and “face” of the Club, taking the role of a “Town Mayor” of the Club. The GM/COO is directly responsible for handling and resolving all member correspondence, issues, or complaints within a 24 -48-hour period. The GM/COO must be capable, when necessary, of having a direct, respectful, caring, and thoughtful discussion with members regarding member expectations and conduct. The GM/COO will maintain and deliver a Club culture of “family serving family,” assuring the Vaquero Club is an extension of the member’s home.

The Board of Directors seeks a long-tenured relationship with the GM/COO to accomplish and deliver the Vaquero mission statement to the membership. Ultimately, the GM/COO will know they are successful when the Vaquero experience is exciting, fun, world-class, unique, and memorable. A successful GM will drive the culture, brand, and strategy that makes Vaquero not just a good Club, but an extraordinary Club.

Essential Core Responsibilities:

GM/COO Responsibilities

- Implement general policies established by the Board of Directors; directs their administration and execution.
- Develop and approve specific operational policies, programs, procedures, methods, rules, and regulations in concert with general policies approved by the Board of Directors.
- Coordinate the development of the Club's long-range and annual (business) plans.
- Establish a culture of constant ongoing training for all staff. Must possess a demonstrated past of developing a culture of high service levels across all departments at the Club.
- Establish metrics for all service deliverables across all departments with and through all department heads.
- Create and implement systems to monitor the service standards and the success of those standards through a member survey, member satisfaction APP (application), or member comment card program.
- Have high assertiveness with a strong tendency to take charge of people and situations.
- Have high sociability and a tendency to be outgoing, people-oriented, and participate with others for team success.
- Have high manageability and reliability with a strong tendency to follow policies, accept external controls, and work within the rules and procedures.
- Possess a firm decisiveness by using all available information to make decisions quickly and accurately.
- Be an outgoing leader, the "go-to leader" at the Club for all operations, complaints, and employee issues.
- Develop, maintain, and administer a sound organizational plan; initiates improvements as necessary; and implements internship and training programs. Also, develops a succession plan for all the top executive positions.
- Maintain membership with the Club Managers Association of America (CMAA), National Club Association of America (NCA), and other professional associations, as needed.
- Attend CMAA, and NCA conferences, workshops, and meetings, to keep abreast of current information and developments in the field.
- Oversee the development of operating cash reports / reporting and capital budgets according to the applicable budget calendars; monitor monthly budget and other financial statements; takes effective corrective action as required; prepare a monthly forecast for the remaining months of the Fiscal year; approve vouchers before payment; prepare and makes financial reports to the Board of Directors.
- Coordinate and serve as an ex-officio member of appropriate Club committees.
- Welcome new Club members; "meet and greet" Club members when 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 not offered in approved plans and budgets.
- Oversee the care and maintenance of all the Club's physical assets and facilities while maintaining all amenities, in the highest quality and condition, at all times.
- Coordinate the marketing and membership relations programs to promote the Club's services and facilities to potential and present members.
- Ensure the highest standards for food, beverage, sports, recreation, entertainment, and other Club services.
- Review and initiate programs to provide members with a variety of popular events.
- Work with subordinate department heads to schedule, supervise and direct the work of all club employees; confer with them about personnel-related matters, including compensation, job changes, performance evaluation, etc.
- Demonstrate the ability at past clubs to make timely and difficult personnel decisions, when needed.
- Attend meetings of the Club's Board of Directors and Board Committees.
- Write policy and rule directives for Board approval and approves those written by department heads that support the Club's approved policies.
- Exercise authority over inter-departmental matters and implement policies concerning employee-employer relations.
- Develop, maintain, and disseminate a basic management philosophy to guide all Club personnel toward optimal operating results, employee morale, and member satisfaction.
- Perform competitive analyses on clubs and other businesses, providing member alternatives through personal observations and historical reports.
- Emphasize the health and safety of members and employees through training, inspection, and preventive enforcement.
- Convene and preside over meetings with departmental managers; conducts all-facility personnel meetings.
- Command respect by reputation or personality, has the gravitas and on-site presence (all experience and reputation has come from being at similar quality of Clubs and Resorts). Also, will have a strong and easy-to-understand communication style and fun to be around.
- Perform other duties as directed by the President or Board of Directors.

Education, Experience, and Additional Qualifications

- A minimum of 7 - 10 years of progressive leadership/top-level, general management experience in a “Platinum” or “Distinguished” high-quality private member-owned Club, with multi-dimensional operations or leading a 5-star or diamond Resort/Hospitality operations outside of the Club industry in a 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 BS or BA degree (or equivalent) from an accredited college or university, preferably in hospitality management.
- A CCM and CCE designation or similar accreditation outside of the Club industry is desirable.
- Requires management and leadership skills necessary for success (as demonstrated and verified record of previous success in multiple Clubs or Resorts).
- Requires a high degree of experience with culinary, golf operations, agronomy, new remodeling and construction, and executive COO ability, especially in problem-solving, creating, and decision-making.
- Must possess a working proficiency of computer skills and knowledge of all Vaquero Club Software – MS - Exchange, Word, Excel, PowerPoint, Recipe and Cost Control software, and POS / Club Software Programs (Vaquero Club uses Jonas POS / Club software).
- Must be able to lead and implement a revised employee CORE value and mission statement and S.M.A.R.T review system.
- Ability to function under pressure, set priorities, and adjust to changing conditions.
- Has a demonstrated high work ethic, patience, and a 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.

Salary and Benefits

- This is a full-time salaried position with a complete benefits package.
- Performance bonus
- Paid time off
- Health, Dental, and Vision Insurance per Vaquero Employee Benefits Package
- Health Savings Account
- Long-term and short-term disability
- 401k plan
- 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.

Note: The preferred method of contact is email. Please send your cover letter, resume, and portfolio in PDF format, attached via email or Dropbox link, with the subject line: General Manager / COO, Vaquero Club, Westlake, Texas.

If sending via regular mail, please mark – General Manager/ COO, Vaquero Club, Westlake, Texas – on the outside of your envelope. Thank you.



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GSI Executive Search has been serving the private club industry for over twenty 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 70 GM searches around the US in the last two years.