

## **ASSISTANT GENERAL MANAGER PROFILE: EAST LAKE GOLF CLUB ATLANTA, GA**

(To apply click the link at the bottom of this page)

### **THE ASSISTANT GENERAL MANAGER OPPORTUNITY AT EAST LAKE GOLF CLUB**

A special opportunity exists for candidates with a successful track-record of leadership and high-quality food and beverage operations management in private clubs or high-end establishments in the hospitality industry. We are conducting the Assistant General Manager search for East Lake Golf Club, a Platinum-club located in Atlanta, Georgia. The candidate will be an integral part of a high-performing team at one of the most highly regarded golf clubs in the country. The areas of responsibility for this position will grow as the candidate demonstrates leadership proficiencies and success.

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

### **EAST LAKE GOLF CLUB HISTORY**

East Lake Golf Club is a private golf club located approximately five miles east of downtown Atlanta, Georgia. Established in 1904, East Lake is the oldest golf course in the city of Atlanta. It was the home course of golfer Bobby Jones and much of its clubhouse serves as a tribute to his accomplishments.

During the mid to late 1800s, the United States was experiencing an unprecedented growth in the interest of sports, especially amateur sports. At the time, Atlanta did offer many social clubs, but there was no club organized for the purpose of promoting athletics. Led by Burton Smith, a group of 65 men formed the Atlanta Athletic Club (AAC) in 1898.

The club initially had no golf course, but four years after it was founded, it had more than 700 members. John Heisman, the Georgia Tech football coach for whom the famed Heisman Trophy was later named, directed the club's athletic program of swimming, tennis, basketball and track. The club leaders soon realized the increased interest in golf, and in 1904, acquired property in the "suburbs" of Atlanta to create a country club, engaging golf architect Tom Bendelow to lay out the course.

The grand opening of the Bendelow course took place on July 4, 1908, on the property that was known as East Lake. East Lake itself, a sparkling stretch of water surrounded by forestland, was originally the site of an amusement park in the 1890s. Young Bob Jones, then 6, was present at the opening reception on that summer afternoon in the company of his father, "Colonel" Robert P. Jones. In 1913, famed golf course architect Donald Ross redesigned the Bendelow course at East Lake. The remodeled course featured a routing plan that provided each nine holes to conclude at the clubhouse.

East Lake has hosted its fair share of golf tournaments over the years. The Golden Anniversary of the Woman's Amateur Golf Championship, played at East Lake in 1950, marked the first time a USGA National Championship was ever played in Atlanta. In 1963, the 15th biennial Ryder Cup Matches were played over the No. 1 course. In preparation for the matches, the home course went through a face lift for three years, during which many updates and modifications were made to provide the quality championship layout the tournament merited. The alterations were performed under the direction of golf course architect, George Cobb.

Not long after the club hosted the 1963 Ryder Cup, the outlook for East Lake began to change. The surrounding neighborhood deteriorated as the 1960s fell victim to urban decay. The members of the Atlanta Athletic Club made the agonizing decision to sell the "Number 2" course to developers and relocate to its

present home in Duluth. The vote was 900 to 550. Thankfully, the original course and clubhouse were preserved by a group of 25 AAC members who reorganized themselves as East Lake Country Club in 1968.

In 1970, the East Lake Meadows public housing project was built on the site of the club's "Number 2" course and became a center for poverty, drugs, and violence over the next two decades. Middle-income homeowners fled the surrounding neighborhood, replaced by low-income renters. By the late 1980s, once proud East Lake was a tired, mostly forgotten golf course, seemingly as hopeless as the surrounding neighborhood.

This all changed in 1993 when a local philanthropist and business man, Tom Cousins, purchased East Lake with the intent to restore it as a tribute to Bobby Jones and the club's other great amateur golfers and to serve as a catalyst for revitalizing the surrounding community through the work of the [East Lake Foundation](#), a Purpose Built Community.

The specific goals that drove the revitalization of the East Lake Golf Club included:

- To preserve and restore an important symbol of an era in Atlanta's history: East Lake Golf Club.
- To direct the profits generated by the East Lake Golf Club back into programs that will improve the quality of life in the surrounding community.
- To contribute dollars and human resources toward educational, recreational, and athletic programs that will benefit the community's young people.
- To commemorate Bobby Jones, one of Atlanta's outstanding citizens, who called East Lake home and is considered the finest amateur golfer in the history of the game of golf.

In 1994, Rees Jones restored Donald Ross's original golf course layout. Using the original Philip Shutze architectural drawings, the clubhouse was brought back to its 1926 design and condition. In 2008, an impressive addition to the Clubhouse was completed and several modifications were made to the golf course, including changing the putting surfaces from Bent grass to Bermuda grass.

East Lake Golf Club has been the permanent home of the [TOUR Championship](#) since 2005. The tournament was first played at East Lake in 1998 and has been held at East Lake 16 times since then. The TOUR Championship is the culminating event of the PGA TOUR Playoffs for the FedEx Cup, with only the top 30 players on the points list qualifying each year. The 2016 TOUR Championship and FedEx Cup winner is Rory McIlroy.

As word of East Lake's success spread, other philanthropic civic leaders expressed interest. [Purpose Built Communities](#) was established in 2009 to replicate the East Lake model in other urban areas of concentrated poverty around the nation. Billionaire investor Warren Buffett and former hedge fund manager Julian Robertson joined Mr. Cousins in backing the organization. Purpose Built Communities is now involved with numerous similar initiatives across the country, providing a blueprint for breaking the cycle of intergenerational poverty and building brighter futures.

Former Atlanta Mayor Shirley Franklin joined the team in 2010 and serves as Executive Board Chair. Today, Purpose Built Communities is helping to make a positive impact in some of this country's most challenging neighborhoods. Purpose Built Communities is working with Network Members to lead comprehensive redevelopment initiatives in more than a dozen communities across the country, and exploring initiatives in more than 20 additional communities.

In 2015, the Club announced in conjunction with Golf Channel, that it would be hosting a new annual collegiate event, the [East Lake Cup](#). East Lake Cup consists of the top four men's and women's golf teams from the previous year's NCAA Championship. The tournament, which is broadcast live on Golf Channel, features one day of stroke play and two days of match play.

East Lake Golf Club continues to play a central role in the remarkable transformation of the East Lake community. Our motto, “Golf with a Purpose,” was coined early in the process, after it was realized that golf would be the galvanizing element of the new East Lake community. Many organizations play a role in this effort, including the East Lake Foundation, the Charlie Yates Golf Course, The First Tee of East Lake, the TOUR Championship and East Lake Golf Club’s corporate members.

The revived East Lake stands as a symbol of tradition and honor to those who know its history and were a part of its past. But, even more importantly, it stands as a symbol of hope to those who will live in its future.

## **EAST LAKE GOLF CLUB MISSION STATEMENT**

To provide sustainable financial support to the CF Foundation through profits generated by our operations.

## **VISION STATEMENT**

- To provide our members and guests with a golf and dining experience that is unparalleled in terms of services, staff, facilities, and activities.
- To commemorate Bobby Jones and other East Lake champions.
- To become a major amenity in the cultural, historical, and athletic fabric of our community while, at the same time, preserving and continuing the rich tradition of this facility.

## **VALUES**

- Foster a team work attitude and support one another to achieve goals.
- Hire and train courteous, service-oriented employees.
- Offer impeccable dining, golf shop, and clubhouse facilities.
- Maintain golf course and grounds suitable for championship golf on a daily basis.
- Display fiscal responsibility and efficient use of resources.
- Develop and maintain a safe working environment.

## **EAST LAKE GOLF CLUB BY THE NUMBERS**

- 1904 Established
- 114 Corporate Members
- 70 Resident Golf Members
- \$125,000 Corporate initiation fee/ \$75,000 Ambassador membership
- Membership is by invitation only.
- \$11M Gross volume
- \$2M Annual dues volume
- \$2.5M F&B revenue – includes \$360K for TOUR Championship week and \$100K for East Lake Cup week.
- 109 Employees (FTE) in season; 78 Employees (FTE) in off season
- 19,000 Rounds of golf annually

## **FOOD & BEVERAGE OPERATIONS**

The 60,000-square foot clubhouse offers *a la carte* and banquet services. The Grill Room (seats 60) is the Club’s main dining room and overlooks the lake and the famous island green on hole #15 of the East Lake course. This *a la carte* dining venue offers breakfast, lunch and post golf operations; beginning with breakfast at 7:00 a.m. through post-golf appetizers which are offered until 7:00 p.m. The Grill Room closes at 8:00 p.m. or later in the summer months. *Al fresco* dining is also available on outside patios when weather permits. In addition, the Club operates a “Halfway House” and Beverage Cart to serve the needs of our members. Operating hours vary depending on the time of the year. There is no dinner *a la carte* service at East Lake Golf Club.

Private dining rooms on the first floor at East Lake Golf Club include the Terrace Room (seats 20), the Ball Room (seats 160-250), Charlie Yates Room (seats 14), and Watts Room (seats 8). Also the Bobby Jones Room (seats 80-100) and the Great Hall (seats 120-150) are occasionally used for private events. There are private rooms on the second floor that include the Atkinson Room, Charlie's Bar and Keeler's Lounge.

Additionally, al fresco dining is available on the Terraces. The Upper Terrace seats 36-60 people and the Lower Terrace can seat 60-80 for dinner or a reception. Combined the two terraces can accommodate 120-150 people.

The club hosts approximately 4-8 weddings a year and approximately 10 banquets a month. Banquets can range from parties of 10 to 500 (largest party). The AGM is also responsible for clubhouse food and beverage service during the PGA TOUR Championship event and the East Lake Cup.

The Club is closed on Mondays but hosts approximately 15 outside golf outings a year.

## **ORGANIZATIONAL STRUCTURE**

The AGM reports directly to the General Manager and works closely with the other members of the executive team including the controller, head golf professional, director of agronomy and director of events. Direct reports to the AGM include the executive chef (BOH) and the director of hospitality (FOH). The club is governed by an advisory board. However, there are no member committees at East Lake Golf Club.

The total number of staff that report directly or indirectly to the AGM totals approximately 25-30 FOH and BOH team members. The number fluctuates seasonally and does not include temporary banquet support at some of the larger events at the Club.

Eventually, after the AGM succeeds in leading F&B operations, they will earn additional responsibilities of overall management of the Club and will continue to grow and take on more responsibilities as they have proven successes in leadership at the Club

**EAST LAKE GOLF CLUB WEB SITE: [www.eastlakegolfclub.com](http://www.eastlakegolfclub.com)**

## **ASSISTANT GENERAL MANAGER POSITION DESCRIPTION**

The AGM at East Lake Golf Club:

- Reports to and assists the General Manager in all operational and functional areas of the Clubhouse as needed and directed with a primary focus on food and beverage operations.
- Ensures that East Lake Golf Club members and guests enjoy outstanding food and beverage operations by providing consistent, exemplary service. Food and beverage operations are the primary focus of the AGM.
- Oversees F&B staff management including catering, events and all culinary operations.
- Is a member of the executive team and works closely with the controller, golf professional director of events and general manager.
- Provides quality leadership and contributes to the positive atmosphere of the Club and associated operations.
- Interacts positively, professionally, with poise, and politely with all team members, vendors and the community to promote a team effort.
- Maintains positive vendor relationships and seeks new outlets for improved products and services.

- Maintains and continually improves member service quality in the management of direct reports, all relevant Club environments, operations of the clubhouse, and all events and programs presented for the members and guests.
- Seeks out new and innovative ways to meet and respond to the needs and demands of the ever changing and diverse group of membership. Displays strategic thinking, excellence, passion, and forethought.
- Comes to work regularly and on time, follows and gives directions, welcomes feedback, and takes criticism appropriately. He or she gets along well with co-workers and supervisors and treats co-workers, supervisors, and members and their guests with respect and courtesy.
- Is a complete team player. Meets deadlines and follows through on requests and questions from members and team members. Proactively seeks solutions, and involves team members in the decision-making process.
- Maintains a “lead by example” approach within the clubhouse while maintaining a very upbeat, “can do” and “get it done” attitude toward members, team members, services, programs, and initiatives.
- Is responsive to members’ requests and strives to find creative ways to accommodate reasonable requests. He or she believes in the service philosophy: “the answer is ‘yes,’ what is the question?”
- Assures the smooth, efficient daily function of the clubhouse operations to provide its members and their guests with the experience and services for which East Lake Golf Club is well known. The focus is to provide an enjoyable, high quality, first class environment.
- Ensures proper opening, closing and security procedures of Clubhouse and all related areas (snack bar and “half-way” house on course).
- Ensures the highest standard in special and Club event planning with members. Executes these events with staff to produce qualitative and pleasing results.
- Establishes and maintains open and approachable relationships with the membership while being proactive to their needs. The expectation for the AGM and his or her staff is to address members by name and maintain visibility and a management presence at critical times.
- Coordinates with the GM, as appropriate, on clubhouse staff compensation, benefits, performance appraisals, disciplinary actions and other significant personnel actions, including keeping the GM informed of significant changes before they occur.
- Is responsible for hiring, training, developing, and evaluating staff in all areas designated with the assistance of those department managers and human resources.
- Coordinates closely with the GM and human resources for new hires, terminations, performance evaluations, and employee relation issues.
- Clearly understands and values the importance of staff recruitment, retention, and overall commitment to quality as core drivers to East Lake Golf Club’s success.
- Directs the work of all F&B employees, and interacts with them pursuant to orientation, appraisal, discipline and/or discharge issues.
- Places great importance on staff communications and interaction. Conducts weekly staff meetings and pre- and post-event meetings to ensure understanding of the expectations and quality of outcomes for every member experience.
- Implements agreed to standard operating procedures with staff that supports a culture of service excellence.
- Is an important mentor for department leaders and associates as well.
- Assists the GM and controller with budget preparation and adheres to budgetary guidelines in management and operation of F&B operations, including costing of events, personnel costs, and projections.
- Ensures that appropriate controls and cost-effective procedures related to employee payroll, purchases, inventories, supplies, and other necessary expenditures are in place.
- Provides proactive, accurate, timely and meaningful reports and analysis.
- Keeps the GM informed of all significant or potentially significant operating matters, problem areas, achievements, or other matters of importance.

- Delegates appropriate responsibility to department leaders while remaining responsible for F&B operations—giving credit to the team and taking responsibility for any shortcomings.
- Attends weekly or special management and staff meetings and any other meetings as required.
- Undertakes special projects from the GM as assigned.
- Maintains professional memberships and attends educational offerings that benefit both the Club and their personal career growth.

## **CANDIDATE QUALIFICATIONS**

The ideal candidate:

- Has three to five years of management experience in a high-end club, hotel, or restaurant environment.
- Will possess experience in supervising, developing and leading department level managers – both front and back of house.
- Is a passionate and highly motivated professional who enjoys member engagement and making each moment special and memorable for members and their guests.
- Has a fundamental understanding of what constitutes a “premier Club experience,” and the proven ability to execute to that level.
- Has technology skills including the use of Word, Excel, Outlook, POS systems, and time management systems.
- Displays an understanding of facilities and membership management.
- Displays a working knowledge of financial acumen, HR policies and regulations, food and beverage and the club industry.
- Is skilled in hiring, supervising, managing, mentoring and developing high achieving employees. Perpetual training and coaching are essential.
- Has an in-depth knowledge of wine, beer and spirits. Sommelier certification would be a plus.
- Possesses a good sense of humor and an ability to have fun.
- Remains calm under pressure and maintains the expedient execution of events as well as the resolution of conflicts or complaints. Someone who acts with urgency yet maintains a calming presence.
- Is organized, predictable, consistent and detail oriented with the ability to multi-task and prioritize competing or conflicting projects.
- Possesses effective problem-solving skills as well as effective verbal and written communication skills, while demonstrating respect and achieving respect of the staff and the rest of the executive team.
- Has a patient, friendly, outgoing personality and a positive attitude. Is personable with members and guests, while maintaining a respectful professionalism.
- Has a verifiable track record of successfully leading and growing dynamic clubhouse operations including building revenues, controlling costs and meeting or exceeding planned and budgeted bottom line goals and objectives in food and beverage operations.
- Has strong listening skills and is able to absorb a multitude of ideas and filter to the most important and viable options for action and completion.
- Has an extensive knowledge of all areas of clubhouse operations and a strong F&B background.
- Has strong management skills with verifiable strengths in “self-starting” leadership, financial performance, and people skills.
- Can consistently define and achieve goals and objectives. Proven and verifiable leadership qualities with the demonstrated ability to direct, coordinate and control all facets of an active clubhouse operation.
- Has strong organizational and time management skills; identifying the details necessary to consistently achieve high levels of quality, satisfaction and outstanding member experiences.
- Interacts effectively with diverse constituencies of members, staff, vendors and other people who are part of the East Lake family.
- Embraces the service ethic and displays a passion for providing the consummate member experience on a daily basis.

- Is a professional with a verifiable, positive career track, someone who has been a “difference maker” wherever the candidate has been in the past.
- Is confident in his or her abilities yet humble in his or her interactions.
- Has a professional appearance and demeanor and expects the same from his or her staff.
- Aspires to progress to a GM role with a continuous desire to improve.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- Bachelor’s Degree from a four-year university or college in Hospitality Management.
- Certified Club Manager (CCM) designation preferred.

#### **SALARY & BENEFITS**

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefit package including CMAA membership.

#### **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.

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 Nan Fisher: nan@kkandw.com

#### **LEAD SEARCH EXECUTIVES**

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