

GENERAL MANAGER

The Toledo Club
235 14th Street
Toledo, Ohio 43604

A new opportunity as General Manager at a vibrant Mid-west city club exists for candidates with a successful track record of leadership and high-quality operations management in the food, beverage and hospitality industry. The Board of Trustees is currently conducting a General Manager search for the Toledo Club. The candidate will be an integral part of a high-performing team at this historic, active and well-regarded club.

The Toledo Club's Vision/Mission

The mission of The Toledo Club, since 1889, is to enrich the lives of its members by providing a luxurious private club experience in a financially responsible manner with extraordinary social and recreational activities that foster friendship, fellowship, and pride among members.

The Toledo Club website: www.toledoclub.org

GENERAL MANAGER JOB DESCRIPTION

The General Manager (GM) of the Toledo Club preserves the great history of the Club and enables the Club to achieve the vision and brand promise established by the Board of Directors. S/he oversees all activities of the Club relating to its Board of Directors, members, guest, and employees. Through careful oversight of the P&L and management in accordance with the Club's policies and procedures, the GM leads and manages the staff to operate the club with the utmost professionalism and an unmatched commitment to family, quality and service, thus ensuring maximum member and guest participation and satisfaction.

The GM is responsible for the creation and implementation of all service standards and processes while providing leadership for managers and staff at the Toledo Club. Clearly, a primary objective is for the GM to represent the Club to all constituencies, including the external community, and to ensure that goals and objectives are defined, understood, evaluated, and enhanced on a continuous basis, to meet the expectations of the membership as defined by the Board of Directors in concert with the GM.

In addition to coordinating and supervising all of the management and administrative functions of the Toledo Club, the GM will oversee the preparation of annual operating and capital budgets, supporting the strategic and tactical initiatives and expectations that s/he has established with the Board.

The GM, in conjunction with the Chef and Food and Beverage Manager, will be the primary coordinator of food and beverage hiring training, orientation and teammate indoctrination, and

employee supervision. S/he will therefore be using and applying relevant and necessary marketing techniques to drive member usage of food and beverage operations along; assuring member and guest needs and desires are consistently met and often exceeded. Club member and guest satisfaction and enjoyment of the culinary and service experience at the Toledo Club are primary “drivers” to its overall success.

The GM supports the membership recruitment and retention efforts, and is led by an active Membership Committee. It is critical that s/he understands the local market and economy. As such, the GM must be comfortable and competent being an integral, and proactive part of greeting and acclimating new members while developing relationships that may lead to business opportunities (banquets/events), and habitual use of the Club.

The GM, as a strong and highly visible and respectful presence with the membership, must be an exceptional communicator, have adroit personal interactive skills and the maturity to instinctively know how to make members and guest feel that they are consistently treated in a gracious manner. Further, s/he must be able to communicate these expectations to staff with diverse backgrounds and get them to understand and execute to those expectations. The Club prides itself on the compatibility and congeniality of its membership and the GM must epitomize this style of leadership.

The GM is expected to be present at the Club as its “face,” managing operations during regular business hours as well as during evening and weekend private party and club functions.

The GM takes personal ownership of operations, being especially aware of the physical plant and overall presentation of the operation and the need to be consistently member-ready in both appearance and service.

INITIAL PRIORITIES OF THE GENERAL MANAGER

- Welcomes new club members; “meets and greets” all club members as practical during their visits to the club; sincere and significant engagement of members and staff.
- Implements general policies established by the Board of Directors; directs their administration and execution;
- Plans, develops and approves specific operational policies, programs, procedures and methods in concert with general policies;
- Be the catalyst for examining and forecasting trends of membership demographics and service desires; ensure a strong system of metrics where needed, and consistently monitor them to have a proactive, solutions-based approach with the board and staff;
- Coordinates the development of the club’s long range and annual (business) plans
- Develops, maintains and administers a sound organizational plan; initiates improvements as necessary
- Clearly defines job descriptions and service expectations, while ensuring that processes for hiring, training, and retention of key staff are in place to achieve consistency of

performance throughout; establishes a basic personnel policy; initiates and monitors policies relation to personnel action and training and professional development programs.

- Consistently assures that the Club is operated in accordance with all applicable local, state and federal laws.
- Coordinates and serves as ex-officio member of appropriate club committees
- Oversees the care and maintenance of all the Club's physical assets and facilities;
- Provides advice and recommendations to the President and committees about construction, alterations, maintenance, materials, supplies, equipment and services not provided in approved plans and/or budgets.
- Establishes and monitors compliance with purchasing policies and procedures.
- Attends meetings of the Club's Executive Committee and Board of Directors.
- Participates in outside activities that are judged as appropriate and approved by the Board of Directors to enhance the prestige of the Club; broadens the scope of the Club's operation by fulfilling the public obligations of the Club as a participating member of the community.

MEMBER RELATIONS

- Provides sincere and visibly engaged leadership and interaction with the membership and their guests. The GM is a consistent and positive force behind the continuous enhancement of all aspects of The Toledo Club.
- Coordinates the marketing and membership relations programs to promote the Club's services and facilities to potential and present members; reviews and initiates programs to provide members with a variety of popular events.
- Ensures that members have consistent opportunities to provide input, suggestions, observations, and concerns about all aspects of the Club and that s/he in turn has multiple opportunities for respectful and engaged communication back to each constituency.

EMPLOYEE RELATIONS

- Ensures that appropriately skilled and competent managers are in place for key positions and that each of them does the same in their respective areas of responsibility.
- Provides clear and consistent input and direction to each associate on his/her team who hold accountability for service and product delivery to the membership and one another. Provides regular guidance and evaluation of outcomes.
- Recognizes, respects, and supports the contributions of key managers and staff, holding them accountable for achievement of agreed upon annual and more frequently determined goals and objectives.
- Focuses on being a consistent evaluator of personnel, ensuring that adopted standards of conduct and delivery are met; a respectful, positive self-motivator with a coaching

style that brings out the best in others; is a true mentor to associates reporting to him/her.

- Assures that an effective orientation and on boarding program is in place for associates along with consistent professional development and training.
- Ensures that effective and efficient staffing and scheduling occurs at all Club dining events, balancing financial appropriateness with member satisfaction desires.
- Recommends and upholds expectations for dress, decorum, and other service personnel while on duty and consistently monitors for adherence.
- Conducts regular performance appraisals and provides on-going feedback relative to performance to each direct report.
- Ensures that staff in all areas are focused on positive, supportive relationships amongst themselves and with the membership and that inappropriate behavior of any type is not tolerated in the workplace.
- Develops and continues to update training manuals and programs as necessary to ensure service excellence and consistency,
- A person who is committed to professional growth and development for him/herself and his/her team of associates.
- Responsible to negotiate the employees' collective bargaining agreement with union representative.

BUSINESS AND FINANCIAL ACUMEN

- Proactively identifies strategic projects and business trends that are important to the long-term well-being of The Toledo Club and offers recommendations and solutions to the Board and/or appropriate committees for consideration.
- Coordinates development of operating and capital budgets according to the budget calendar; monitors monthly and other financial statements for the Club; takes effective corrective action as required.
- Is ultimately responsible to ensure that appropriate safeguards are in place for all of the Club's primary assets – membership, staff, amenities, assets, etc. – whether it be for physical safety purposes, or for protection of information and intellectual property.
- Ensures effective control systems are in place to monitor and identify the flow of work, receipts and expenditures, and that all are accomplished with the highest degree of integrity and accountability.
- Is responsible for meeting sales, expense, and surplus goals as outlined and approved in the annual operating budget, to which s/he has been an active participant in creating.
- Installs controls and procedures in food and beverage operations, where necessary, to ensure consistent, efficient delivery of all member and staff services as per budget.
- Ensures that reliable and necessary monitoring of results is in place in order to be able to quickly respond to negative trending and to further enhance outcomes.
- Oversees scheduling of labor plans in club operations, ensuring the appropriate and necessary staffing occurs in each area of the operation. Develops and executes

necessary recruitment, orientation, and training programs, and ensures that a regular evaluation of associates occurs to maintain compliance with expectations of delivery.

- Develops annual, and more often as needed, short and long-term goals and objectives for operations.
- Working with the President, Board of Directors and Controller, sets necessary and measurable metrics for successful operation of the food and beverage program including regularly analyzing costs, inventories, and monthly financial statements.
- Develops interesting and innovative ways of promoting The Toledo Club.
- Assists in planning and is responsible to ensure that special club events are well-conceived and executed.
- Is able to clearly understand the financial metrics for successful attainment of goals and objectives in all areas of responsibility, and consistently reviews these expectations with his/her direct reports to ensure understanding and buy-in from those contributing to their attainment.
- Maintains membership with the Club Managers Association of America and other professional associations. Attends conferences, workshops and meetings to keep abreast of current information and developments in the field.
- Recommends and upholds approved policies and procedures for all areas of club operations.

COMMUNICATIONS

- Is sincerely and visibly engaged throughout the operation and, most specifically, in the dining rooms during periods of active usage in order to be personally connected with members and staff.
- Exceptionally strong communication and facilitation skills, both written and verbal, with the appropriate personal presence.
- Places great importance on staff communication and understanding.
- Clearly understands and enjoys recognizing The Toledo Club members, their families and guests, and believes in the concept of sincere and engaged interaction.
- The GM is a primary two-way conduit for information exchange, and must be consistent, positive and able to listen in this process.
- Is the primary verbal and written communicator of necessary and important information for members and staff, and recognizes that the ability to convey information in an articulate, well-conceived, and well written manner is of utmost importance.
- Is responsible for ensuring frequent and ongoing communications with members regarding updates, issues, and upcoming marketing of events via email, letters, and the monthly Topics magazine.
- Holds regular team meetings with his/her direct reports as well as with all service associates to ensure that expectations are regularly and clearly articulated and to keep them informed of necessary and relevant activities and expectations at The Toledo Club.

- Recognizes that “no surprise” leadership means keeping the President and Board of Directors consistently informed of all significant or potentially significant issues regarding staff performance, operations, and other club related matters.

FOOD AND BEVERAGE

- Ensures the highest standards for food and beverage production and service.
- Develops and enhances consistent on boarding and training programs for all food service personnel, working as necessary with the managers directly responsible for those operations; has a passion and aptitude for teaching and training.
- Clearly understands the financial metrics for successful attainment of goals and objectives in F&B operations, and consistently reviews these expectations with his/her direct reports to ensure understanding.

ORGANIZATIONAL STRUCTURE

The Toledo Club operates under the General Manager organizational structure. The GM reports to the President of the Board of Directors. All Toledo Club functions and professionals report to the GM and include the following direct reports:

- Facilities
- Chef
- Catering Director
- Membership Director
- Accounting Department
- Athletic Pros

The GM also provides support and guidance to all Club Committees, which are voluntary and advisory to The Toledo Club’s Board of Directors.

PERFORMANCE METRICS

- Membership satisfaction
- Membership acquisition and retention
- Financial performance
- Employee performance and satisfaction
- Growth of wedding and special events

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

Preferably a college graduate with Certified Club Manager designation.

The Toledo Club & Community

The Toledo Club, located in downtown Toledo, Ohio, is recognized as one of the finest urban clubs in the Mid-west. A richly appointed architectural gem and the city's premier place to relax, connect, entertain and celebrate while offering an ambience steeped in tradition. The club is family-focused and cultivates an environment that fosters healthy and ongoing social and athletic interaction between individuals and families. In the heart of the city's downtown, its location is ideal for both business and social encounters. The Club is within walking distance of the downtown business corridor and offers easy access to major attractions and venues including the Toledo Museum of Art, The Valentine Theatre, The Toledo Zoo, Mud Hens baseball, the SeaGate Convention Center and the Huntington Center.

The Toledo Club is known for its very active squash program, originating in 1923. The program boasts one of the largest participation bases in the Midwest. There are over 230 players in the system. The Squash Program currently features over 132 players in the weekly Winter Squash League. The Toledo Club Squash Program has won a record four McQueenie Cup team titles over fellow Midwest private clubs, including: The University Club of Chicago, The Athletic Club of Columbus, The Missouri Athletic Club, The Union League Club of Chicago, The Milwaukee Athletic Club, and The Detroit Athletic Club. There are over 40 women players in the program, as well as a very active junior program. The Junior Program has featured over a dozen players that have gone on to play in colleges across the country, with several playing the #1 singles position and achieving All-American status. Each year, after the winter league ends, comes The Toledo Squash Classic. This tournament has been named "the best social tournament in the US" by US Squash magazine.

The Toledo Club has its own fitness facility with a wide range of fitness equipment, and includes yoga and spin classes, certified personal trainers who work with members in group training classes or individually, and an indoor swimming pool. There is also a massage therapist available by appointment.

The Toledo Club offers full service dining in the grand Founders Dining Room as well as in the sports and family-oriented Tavern. The dining experience offers changing seasonal menus as well as a staple of favorites that have evolved over the years. From the bar to the elegant Founders Dining Room, the Toledo Club dining experience offers flexibility of dress code and culinary offerings.

The Toledo Club has the ability to entertain more than 400 guests and offers dining facilities to meet the needs of any occasion. The Founders Dining Room hosts up to 200 guests. The Tavern is a great place to relax after a workout, a game of squash, or a long day at the office. There are a number of private rooms available for smaller events, special family gatherings or business meetings. The Toledo Club has been voted Best Place for Weddings by The Knot. The historic building provides a beautiful backdrop for wedding photos, and the amenities of this building set the stage for an unforgettable memory of this special day.

There is always something going on at The Toledo Club, from family nights in the Tavern, themed dining events, and seasonal parties such as the Spring Fling, Parade of Trees during the holidays and a New Year's Eve Party.