

013-002-0728

OBJECTIVE

To identify, obtain, and achieve excellence in a top management position with a property owners' association, country club, resort, or other recreational facility.

OVERVIEW OF QUALIFICATIONS

Have experienced repeated successes at leading start-up operations to initial growth as well as at guiding troubled organizations to stability and health. Accomplishments have been made over a career that has encompassed work ranging from sales of food products, plumbing fixtures, and on-line medical information services to ownership / renovation of a country club and general management of two large property owners' associations. As a result, have developed and demonstrated knowledge and skills in areas that include but are not limited to:

- long-term strategic planning - budget formulation & administration - materials, equipment, & supplies purchasing
- contract specification writing, negotiation, & monitoring - staff planning, recruitment, assignment, & hiring
- employee motivation, training, evaluation, & discipline - project scheduling & coordination - cost control
- service delivery - concept development / presentation - member & board relations

EXPERIENCE

LAKE ARROWHEAD PROPERTY OWNERS' ASSOCIATION, Wisconsin Rapids, WI; 1998 - Present
General Manager

NATURE & SCOPE OF RESPONSIBILITY

- Report directly to the board of a 2,500-member association of owners that, in the aggregate, hold 4,000 acres of land in rural central Wisconsin.
- Direct / manage a staff that seasonally peaks at over 130 people who maintain and operate two 18-hole golf courses, two pro shops, four beach clubs, two outdoor pools, tennis courts, two bars, two restaurants, and a banquet facility.
- Develop, administer, and account for a budget that for FY 2000 amounts to nearly \$4,000,000.
- Advise / assist the board with formulation of all association policies and take the lead in their full implementation.
- Oversee all operational activities ranging from staff development, purchasing, and contract management to building maintenance, security, and risk management.

KEY ACCOMPLISHMENTS

- Provided important staff leadership and direction during the opening and initial operation of the association's second golf course with its related pro-shop, bar, and light-menu restaurant.
- More fully realized the revenue potential of the banquet facility by successfully marketing it in surrounding communities as a venue for corporate events, wedding receptions, reunions, and similar events needing accommodations for up to 250 people.
- Further enhanced revenue from food and beverage services by working with staff to upgrade quality of service while lowering food costs.

SUGAR SPRINGS PROPERTY OWNERS' ASSOCIATION, Gladwin, MI; 1991 - 1998
General Manager

- In a role very similar to that described immediately above, led a 100-person staff that managed properties held by a 2,200-member owners' association located in Central Michigan.
- Administered a \$2,000,000 budget needed for provision of amenities which included golf, tennis, and pool facilities as well as food and beverage services.
- Functioned as liaison, facilitator, and intermediary between and among the board, membership, and guests.

ACCOMPLISHMENTS

- Made numerous incremental improvements such as new cart paths, irrigation system, refurbished tennis courts, and a new beach house.
- Built confidence in the effectiveness and future value of the association's holdings among the board and membership which led to greatly increased support for long-term planning and investment needed by a successful operation.
- Moved the operation which was experiencing difficulty sustaining revenue and maintaining assets to a sound business footing by rationalizing work priorities, purchasing, and labor scheduling.

OAKHURST COUNTRY CLUB,

Grove City, OH; 1981 - 1990

Managing Partner

- Took an active role in forming a corporation to take over operation of a failing country club.
- Directed operations and implemented long-term plans for improvement of facilities that included an 18-hole golf course, pro-shop, lounge, restaurant, and banquet hall.
- Slowly won back patrons by emphasizing responsive, high-quality service while capital improvements were gradually made.
- Made controlled use of advertising and promotions to supplement marketing strategy that was based mainly on building return and referral patronage.
- Saw revenue grow from \$175,000 in our first year of operation to more than \$1,200,000 in our last.
- Established an attractive business with a strong membership base that yielded the partners a four-fold return on their original investment when it sold.

MEDICAL DATA SYSTEMS,

Cleveland, OH; 1975 - 1981

Sales Manager

- Accepted and carried-out responsibility for the initial launch and first six years of selling what was then an innovative service that made on-line, real-time computer services available to medical professionals.
- Led a small staff consisting of two office and three outside sales people in calling on and building relationships with decision makers in large group practices, clinics, and hospital departments located throughout a 5-state service area that reached from Ohio to Texas.
- During my six-year tenure, grew annual sales from a zero baseline to more than \$1,000,000 in 1981.

UNIVERSAL FOODS, INC., San Francisco, CA>Atlanta, GA<New York, NY<Cleveland, OH; 1968 - 1975

Regional Sales Manager

- Hired, trained, delegated work, and evaluated performance of five route sales people who called on bakeries and grocery stores developing and servicing accounts of all sizes.
- Created / implemented local marketing strategies and managed inventory to assure rapid distribution of our very perishable products.
- Assured regular, prompt delivery of product by thoroughly training the sales force and overseeing maintenance of the six trucks in our fleet.
- During my seven years in this position, grew sales of our already very well distributed and accepted products by approximately 25%.

KOHLER COMPANY,

San Francisco & Sacramento, CA; 1964 - 1968

Sales Support Specialist < Sales Representative

- Called on architects and engineers to motivate them to specify the company's plumbing fixtures for the large commercial, industrial, and multiple-unit residential projects that they would design.
- Fostered goodwill and saw to it that those with whom I communicated had current and complete information regarding the benefits of our entire product line.

EDUCATION

UNIVERSITY OF WISCONSIN-SUPERIOR,

Superior, WI; 1964

Bachelor of Science in Business Administration

MAJORS: **Economics & Business Management**

References will be provided upon reader's request