

GENERAL MANAGER PROFILE: SAN DIEGO COUNTRY ESTATES ASSOCIATION RAMONA, CA

THE GENERAL MANAGER OPPORTUNITY AT SAN DIEGO COUNTRY ESTATES ASSOCIATION

The General Manager (GM) at San Diego Country Estates Association (SDCEA) oversees the community's daily operations, strategic planning, and financial management. This leadership role involves ensuring high service delivery standards, managing staff, coordinating maintenance and capital improvement projects, and fostering positive relationships with residents and the Board of Directors. The General Manager also serves as a key liaison between the community and outside contractors, regulatory agencies, and service providers, ensuring compliance with association policies and relevant laws. A strong focus on community engagement, budget oversight, and long-term planning is essential to maintaining a high quality of life for residents in this dynamic, semi-rural community.

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

SAN DIEGO COUNTRY ESTATES ASSOCIATION AND COMMUNITY

The San Diego Country Estates Association is a large, vibrant community in the scenic hills of Ramona, California, just northeast of San Diego. Spanning over 2,300 acres, the association offers its residents a diverse range of amenities and services, including a championship golf course, equestrian facilities, tennis courts, swimming pools, and extensive walking trails. This gated community is home to over 3,400 homes and over 10,000 residents. It is known for its picturesque views, close-knit atmosphere, and commitment to maintaining a high quality of life for all who live there. The San Diego Country Estates Association provides an ideal setting for those seeking a peaceful yet active lifestyle in a beautiful natural environment.

The newly renovated 18-hole San Vicente Resort Golf Course is at the heart of the association, perfect for golfers of all skill levels. The course is complemented by a driving range and a well-stocked Golf Shop offering the latest equipment and apparel. Tennis and pickleball enthusiasts can take advantage of two tennis courts and eight pickleball courts near the San Vicente Clubhouse, with evening play possible thanks to lighted courts.

Outdoor lovers will appreciate the extensive network of 14.6 miles of paths and trails, ideal for hiking, biking, running, or horseback riding. A dedicated two-mile fitness trail with exercise stations adds extra convenience for those looking to stay fit. For equestrian enthusiasts, the community features two specialized centers—the International Equestrian Center and the Casey Tibbs Western Center—both offering boarding, lessons, and access to scenic trails. The aquatic centers provide year-round swimming options, with a junior Olympic-size pool, a spa, and a poolside snack bar at San Vicente. Ramona Oaks Park, open in warmer months, is perfect for family fun and community gatherings. Additionally, residents can enjoy catered events at outdoor venues, two on-site restaurants with scenic views, a popular bar where local and regional musicians regularly perform, various enrichment classes for all ages, daycare, summer camps, and a hotel.

Community traditions unite residents for special events such as the Easter Egg Hunt, Fourth of July Celebration, and Holiday Tree Lighting. Ramona Oaks Park is the main venue for community events, featuring picnic areas, an entertainment stage, and space for celebrations. San Diego Country Estates is more than just a neighborhood; it's a vibrant, engaged community in a beautiful, serene country landscape.

SAN DIEGO COUNTRY ESTATES ASSOCIATION BY THE NUMBERS

- Approximately 3,451 residences
- 11 Sub-Associations
- Approximately 2,365 acres

- Approximately \$15M annual income (operating and reserve assessments)
- \$1,860 annual HOA assessment per residence
- Approximately \$1.9M in cash reserves
- 5 board members serving staggered terms of 1, 2, and 3 years
- 55 is the average age of residents

SAN DIEGO COUNTRY ESTATES ASSOCIATION WEBSITE: www.sdcea.net

THE GENERAL MANAGER POSITION OVERVIEW

The General Manager (GM) of the San Diego Country Estates Association is responsible for overseeing the day-to-day administration and operations of the community. This includes managing common areas, infrastructure, amenities, staff, programs, activities, and member relations. The GM's primary task is ensuring excellent service delivery and asset maintenance, enhancing property values and supporting the community's goals. The GM is responsible for all SDCEA operations and staff management and must have expertise in personnel management, financial oversight, compliance with State statutes, community relations, strategic planning, and collaboration with the Board.

ORGANIZATIONAL STRUCTURE

The GM reports directly to the SDCEA Board of Director's President, the Golf Operations Board (consisting of the Golf Board, Men's Golf Board, and Women's Golf Board) and liaises between the staff and the Board of Directors. Direct reports include the AGM/Community Relations Manager, Director of Information Systems, Executive Assistant, Director of Financial Operations, PGA Professional, Recreation Manager, Landscape/Open Space Manager, Equestrian Manager, Executive Chef, Catering and Events Manager, Front of House Manager, Facilities Maintenance Manager, and Superintendent Golf Course Operations. There are approximately 160 full-time and 31 part-time/seasonal employees.

SDCEA committees include the Budget Development, Community Relations, Environmental Control, Equestrian, Fire Safety, Financial & Audit Review, Golf Water Storage Committee, Nominating, and San Vicente Valley News Editorial Advisory.

FINANCIAL ACUMEN & GENERAL EXPECTATIONS

- After board input and approval, the GM prepares the yearly goals and objectives upon which the annual operating and capital budgets are created. The GM also manages and controls the operations to attain the desired results. The GM communicates regularly with the board and finance committee about results-to-budget, proactively analyzes variances, and identifies significant issues. SDCEA has several 'for profit' amenities that are important for oversight and focus for operational/budget success. These include golf, restaurant, lodge, equestrian, other amenities, traditional common areas, and community elements.
- The GM is proactive in the strategic planning process, community and activity marketing, and relationship enhancement, ensuring that each focus area considers current and future resident input and demographics. The GM must raise issues of note with the board and committees, providing realistic observations regarding their impact and importance and recommending solutions.
- The GM is the catalyst for examining and forecasting trends in resident demographics and service desires. He or she benchmarks the community's marketability by comparing it to existing and new communities within the region. The GM also networks with local and national community managers and professional associations to stay ahead of local and national demographic and lifestyle trends.

RESIDENT RELATIONS

- The GM actively engages with SDCEA community members, fostering a positive and open atmosphere. Ongoing dialogue with residents is integral to the GM's leadership and service enhancement approach.

EMPLOYEE RELATIONS

- The GM recognizes, respects, and supports direct reports and staff contributions, celebrates their successes, and holds them accountable for achieving agreed-upon annual and more frequently determined goals and objectives. He or she regularly reviews the distribution of responsibilities and overall organizational structure to ensure the relevance and appropriateness of the SDCEA business model and the ability to anticipate and deliver approved programs and operating efforts effectively.

- The GM proactively collaborates with the board and committees, as appropriate, to keep them informed about all department head compensation, benefits, performance appraisal, disciplinary actions, and other significant personnel actions. Additionally, he or she works with key reports to ensure that similar appraisals are conducted for their respective departments.

COMMUNICATIONS & INFORMATION EXCHANGE

- The GM understands and enjoys interacting with and recognizing SDCEA members and believes in sincere and visibly engaged interaction. The GM is a primary, two-way conduit for information exchange and must be consistent, positive, and able to listen actively during this process. A good listener who prioritizes personal interactions with all SDCEA constituencies is needed. Gathering and disseminating information and data is critically important to help determine the Association's long-term majority interests and desires.
- The GM is diplomatic in his or her communications and strives to build and foster relationships with the other constituencies in and around the community. The GM recognizes that win-win negotiations are integral with these entities to ensure the Association's future growth and the community's betterment.
- The GM understands the value of the latest technologies and trends, the latest and most popular social media applications, and their use in today's world of connecting with members through technology. The GM reviews and updates, where and when appropriate, the use of technology and quality of communication delivery on SDCEA's website and other areas within the operation.

LEADERSHIP & MANAGEMENT

- The GM attends and coordinates board and committee meetings, serving as a thought partner with the board to address key issues. The GM also oversees the maintenance of SDCEA facilities, ensures appropriate funding for upkeep, and monitors capital projects approved by the board.
- The GM ensures SDCEA operations are conducted with integrity, sound business practices, and compliance with local, state, and federal laws, continuously improving resident services and introducing new programs to enhance member satisfaction.

CANDIDATE QUALIFICATIONS, SKILLS AND COMPETENCIES

- Has at least 7-10 years of progressive experience in a top leadership role in facility and staff management, community association management, resort management, or a related business background. In addition, the successful candidate has experience with upscale and environmentally sensitive communities or destination resorts with top reputations. Significant interaction with project management, city officials, and governmental agencies is helpful.
- Has significant experience managing a residential community association with direct and specific responsibility.
- Possesses strong general management skills with verifiable strengths in team development, financial performance, exceptional member/resident service programming, strategic planning, project management, and, most importantly, the ability to achieve goals and objectives consistently.
- Has strong communication and facilitation skills, both written and verbal, with the appropriate presence, desire, and ability to interact effectively with constituencies of residents, staff, vendors, and other entities who are part of the success of SDCEA.
- He or she has a business, creative, and entrepreneurial sense for evaluating SDCEA programs and services. He or she recognizes the quality and type of service that most residents (or most residents) expect, which continues to enhance the value of residency at SDCEA.
- Is a person who understands and effectively functions and leads on a volunteer board and committee. The successful candidate is a strong consensus builder and embodies the behavior and skills needed to be successful in this type of governance model.
- Is a true team builder; a person who embodies the persona of ultimate coach, mentor, and motivator; someone who brings out the very best in those around him or her (both staff and other community constituencies) by setting clear goals and expectations, providing consistent, timely feedback and support, and who is respectful and professional in all interpersonal dealings.
- Possesses depth of experience in project management from conception to execution.
- Presents a consummately professional image to the staff, membership, and other constituencies at all times.

- He or she is a charismatic individual with a sense of style commensurate with the culture and expectations of a non-pretentious, down-to-earth ownership group.
- Experience managing or working at an equestrian center, with a strong understanding of horse care, facility maintenance, and day-to-day operations.
- Experience in food and beverage operations, with a strong background in managing staff, ensuring quality service, and overseeing inventory and daily operational tasks in a fast-paced environment.
- Experience in golf course and/or country club operations, with a comprehensive understanding of facility management, member services, and event coordination.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A bachelor's degree in business, hospitality, or public administration is preferred.
- Substantial hospitality experience, significant residential community or high-end hospitality/resort experience, and a demonstrated understanding of HOA law in California, including The Davis-Sterling Common Interest Development Act.
- Industry certifications such as CMCA, AMS, and PCAM are preferred. Strong preference for LSM designation and/or verifiable large-scale community operations experience.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Association offers an excellent bonus and benefits package. *Salary Range: \$200,000 - \$250,000 plus bonus.*

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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to the **San Diego Country Estates Association GM Search Committee**. Clearly articulate your alignment with this role, why you want to be considered for this position at this stage, and why San Diego Country Estates Assoc and the Ramona, California area will benefit you, your family, your career, and the Association if selected.

If interested, you must apply for this role as soon as possible but no later than December 30th, 2024. Candidate selections will occur later that month, with the first Interviews expected in early January and the second interviews a short time later. The new candidate should assume his/her role as soon as possible after selection, leaving a current employer with appropriate notice and conclusion of responsibilities.

IMPORTANT: Save your resume and letter in the following manner:

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – SDCEA"

(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.

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle: patty@kkandw.com

Lead Search Executives:

Kurt D. Kuebler, CCM, CMAA Fellow, Partner
561-747-5213 – Jupiter, FL ▪ kurt@kkandw.com

Brad Baecht, LCAM, CMCA, AMS, PCAM, Search Executive
703-727-0964 – Wellington, FL ▪ brad@kkandw.com