

KEVIN J. EHLERT, CCM, FMP

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CHIEF OPERATING OFFICER

Elite Private City and Country Clubs

Over 27 years of General Management, F&B and operations experience in 501(c)(7), 501(c)(3) and for-profit clubs. Reorganized and substantially improved all aspects of these clubs through financial and asset management, capital improvement, enriched member and staff satisfaction, team development and service enhancements. Extensive knowledge of financial management with an emphasis on banking negotiation, debt restructuring and 501(c)(3) restricted fund and endowment administration. Adept at union negotiations and collective bargaining while maintaining an exceptional team relationship through training, accountability and empowerment. Unique understanding of the organization and traditions of century-old clubs and their members' discerning expectations. Extensive expertise in new construction and the restoration and operation of historic clubhouses. Related knowledge and education in the governance of home owners' associations.

MANAGEMENT EXPERTISE

- ❖ Board, Committee, Member and Staff Relations
- ❖ P & L, Asset and Capital Management
- ❖ Fiscal Administration/Budgeting/Forecasting
- ❖ Facilities, F & B and Operations Management
- ❖ Strategic Planning and Implementation
- ❖ Membership Development and Retention
- ❖ Procurement and Inventory Management
- ❖ HOA Governance and Administration
- ❖ VIP Golf Tournament Planning and Execution
- ❖ 501(c)(3) Foundation/Endowment Administration
- ❖ Related Agronomy Experience
- ❖ Turnaround Agent
- ❖ Historic Restoration and Capital Improvements
- ❖ Concierge and Member Services
- ❖ Union Negotiations
- ❖ Extensive Wine Knowledge and Training
- ❖ Team Leadership, Training and Coaching
- ❖ Club Marketing and Branding

EXPERIENCE

Clubhouse Director (AGM), Interlachen Country Club; Edina, MN 03/15 to present
Duties, responsibilities and oversight for this 700 member private century old club includes: Clubhouse and facilities, Tennis Center, Fitness Center, Aquatics and 1909 Café, Skating and Hockey Lodge, Maintenance, Housekeeping, Culinary, Catering, Food & Beverage, Valet, Concierge and Locker Room services with \$10 million total revenue. Lead and empower a team of 210 during the summer season through nine direct reports at this invitation-only, 5-Star Platinum, and Distinguished Emerald Club. Interlachen Country Club is Minnesota's #1 ranked private club featuring a top 100 ranked Donald Ross designed course, 88,000 square feet of clubhouse and amenities with three kitchens, seven dining outlets, catering events for up to 400, two pools, tennis courts (two Lay-Kold and seven clay), fitness center, world class caddie program, and hockey/skating rinks along with other winter activities.

- ❖ Restructured and shaped the food & beverage department from the ground up
- ❖ Managed a 400K aquatics and kitchen improvement project
- ❖ Planned and executed the 2016 Junior Ryder Cup

Interlachen Country Club Tournament History

1914 Western Open	1916 Trans-Mississippi Amateur
1930 US Open	1935 US Women's Amateur
1986 US Senior Amateur	1993 Walker Cup
2002 Solheim Cup	2008 US Women's Open
2016 Junior Ryder Cup	

General Manager, Metropolitan Club; San Francisco, CA 03/14 to 01/15

Directed all aspects of this century old 1000 member private woman-only, 501(c)(7) athletic club with \$5.6 million total annual revenue. Led and inspired the team of 75 employees. Managed the 102,000 square foot clubhouse with Private Dining Rooms, Club Lounge and Bar, Library, Card Rooms, Business Center, Overnight Guest Rooms, full-service Spa & Salon, Aquatics, Athletics & Fitness Center, and indoor Tennis. Club amenities feature formal and upscale dining, catering events for up to 250, fitness and wellness, a wide variety of social, family and members-only events, and concierge services. Initial position was Interim General Manager with the following operational and cultural changes as first implementation steps.

- ❖ Implemented standards of performance and operations including departmental metrics
- ❖ Restructured management and developed the team through trust-building
- ❖ Researched and increased member satisfaction
- ❖ Reshaped and improved the food & beverage department through innovation and creativity
- ❖ Developed business, strategic, technology and capital improvement plans

Consulting, Valley Springs Presbyterian Church; Roseville, CA

12/13 to 05/14

Providing operational assessment and analysis, organizational direction, strategic planning including vision, values and purpose, team building and coaching, along with facilities use and planning for this twenty-five year old religious organization.

General Manager/COO, The Sutter Club; Sacramento, CA

10/08 to 6/13

Directed all aspects of this 124 year old 800 member private, 501(c)(7) member-owned club with \$4.5 million total annual revenue; \$2.5 million food and beverage revenue. Led and inspired the team of 80 union employees. Managed the 55,000 square foot clubhouse with Dining Room, Grill Room, Club Lounge and Bar, Library, Card Room, Business Center, Private Meeting Rooms and 200 space parking facility. Club amenities feature formal and upscale dining, catering events for up to 750, extensive wine program, a wide variety of social, family and members-only events, and specialized concierge services.

- ❖ Initially reduced and maintained both food and labor costs 6.5% below city club industry standards while improving the member experience and providing innovative dining and social activities
- ❖ Reduced operating expenses by 6.25% while increasing member satisfaction
- ❖ Integrated specialized concierge services
- ❖ Restructured debt and improved cash flow position
- ❖ Systematically undertook three decades of deferred facility maintenance

General Manager/COO, The Woman's Club of Minneapolis; Minneapolis, MN

11/97 to 9/08

Directed all aspects of this century-old 750 member private, 501(c)(3) member-owned club with \$3 million total annual revenue; \$1.5 million food and beverage revenue and an additional \$2.8 million in restricted funds. Led and inspired the 65 member team. Managed the 65,000 square foot clubhouse which provided discerning service through Dining Room, Lounge, Libraries, 630-seat Theatre, Ballroom, Business Center, and Private Meeting Rooms as well as the historical museum, Ard Godfrey House. Club amenities feature formal and upscale dining, catering events for up to 1000, theater events, education, classes, seminars, volunteer opportunities, community and neighborhood involvement, and business networking. Provided more than \$4 million to local organizations that support social and civic concerns.

- ❖ Coordinated all aspects of the \$7.5 million clubhouse restoration and expansion (while staying on-time and under budget) including replacement of HVAC, electrical and plumbing services, new kitchens, six-story addition with new elevator and code updates
- ❖ Researched and successfully implemented IT, point-of-sale, club accounting and computer systems
- ❖ Reduced food, beverage and labor costs to below private club industry standards while improving the member experience and providing innovative dining and social activities

Consultant, Minneapolis Golf Club; St. Louis Park, MN

9/97 to 11/97

Reengineered the food and beverage department for this 365 member private-equity club with \$6 million total revenue and \$1.9 million in food and beverage revenue. Clubhouse amenities feature formal and informal dining, along with banquet facilities. Championship 18 hole golf course Willie Park, Jr. and Donald Ross design, with full service pro shop and golf practice facilities and an outdoor Olympic and baby pools and snack bar. Worked with the management team in 1997, 1998 and 1999 to host Tom Lehman's Dayton's Challenge fundraiser for Children's Cancer Fund.

Consultant, The Wilds Golf Club; Prior Lake, MN

3/97 to 8/97

Facilitated final construction, set-up and opening of developer-owned \$4.5 million clubhouse including concept development, staff hiring and vendor negotiations. Managed the initial clubhouse opening at this 150 member upscale semi-private golf club with \$6 million in total revenue and \$1.6 in food and beverage revenue. Clubhouse amenities feature upscale and pub dining, along with banquet facilities and locker rooms. Championship 18 hole golf course Tom Weiskopf and Jay Morrish design, with full service pro shop and golf practice facilities. Worked hand-in-hand with Golf Professional, Superintendent, HOA and social committee during clubhouse construction, start up and season implementation.

Clubhouse Manager, Burl Oaks Golf Club; Minnetrista, MN

7/92 to 3/97

Managed the operations of this 325 member private-equity golf club with \$1.8 in total revenue and \$500k in food and beverage revenue. Clubhouse amenities feature informal dining, along with banquet facilities, locker rooms and attendant. Championship 18 hole golf course, with full service pro shop and golf practice facilities. Remodeled kitchens and service areas of the clubhouse. Researched and implemented point-of-sale, club accounting and computer systems. Developed and managed all Monday golf outings including on course details. Worked closely with the Golf Professional, Superintendent and HOA board to deliver all around member services throughout the club and community.

Club Manager, River's Edge Country Club; Watertown, MN

4/89 to 7/92

Managed the clubhouse and pro shop at this 125 member semi-private golf club with \$1.1 million in total revenue and \$300k in food and beverage revenue. Clubhouse amenities feature formal and informal dining, along with banquet facilities. 9 hole golf and limited service pro shop. Remodeled the kitchen, pro shop, locker rooms, bar, banquet and service areas.

CERTIFICATION AND EDUCATION

FMP certification (Foodservice Management Professional) ♦ National Restaurant Association 2002

Level I Sommelier ♦ Court of Master Sommeliers 2010

CCM (Certified Club Manager) ♦ Club Managers Association of America 2013

the extraordinary leader program – 2013

CMAA – numerous World Conference on Club Management & Legislative/Leadership Conferences

Warren National University; Cheyenne, WY (business studies) 2002 to 2005

CMAA ♦ Professional Member

CMAA National Committee – Certification 2013 Chapter/Member Services 2011

CMAA International Wine Society 2009 to present

Golden State Chapter CMAA – Education Committee 2011 & 2013

Upper Midwest Chapter CMAA – President 2008, Vice President, Secretary/Treasurer, Education & Technology Chairs

Eagle Scout ♦ Boy Scouts of America

Available to relocate