

KOPPLIN KUEBLER & WALLACE

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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: WYNDEMERE COUNTRY CLUB NAPLES, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) OPPORTUNITY AT WYNDEMERE COUNTRY CLUB

Wyndemere is consistently viewed as one of the premier member-owned residential country clubs in the greater Naples area. It is a private gated community that includes 27-holes of championship golf, a completely renovated clubhouse, 10 Har-Tru tennis courts now under total re-construction, a fitness center, and a resort style infinity edge swimming pool. Two significant capital programs have been undertaken in the past five years. Nearly all major facilities of the Club have been completely renovated to make it highly competitive with newer communities in the area.

The quality of Wyndemere is recognized by the BoardRoom magazine as a Distinguished Emerald Club. Wyndemere was the first country club to achieve Blue Zone certification because of its focus on an active and healthy lifestyle for all members and employees. More importantly, members consistently provide very high ratings for their overall satisfaction with the Club – 97% satisfaction in the most recent member survey!

Naples enjoys a reputation as a desirable tourist destination for travelers from around the world. This international flavor has resulted in a wide variety of dining, shopping, and cultural experiences. Artis-Naples provides a full schedule of concerts, Broadway plays and nationally known entertainers. The Naples Botanical Garden and Naples Zoo have a wealth of family friendly events in their captivating settings. Wyndemere enjoys one of the best, most convenient locations to the exciting and dynamic downtown area, beautiful Gulf beaches and much more.

Families have the advantage of choosing among outstanding public and private schools plus several area universities. Residents enjoy numerous sports programs and community parks, including an elaborate water park. Naples boasts a brand-new children's museum and an extensive library system featuring year-round programming for children and adults. The Sugden Theatre offers family musical and acting programs.

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

RECENT CAPITAL IMPROVEMENTS

- 2012: New swimming pool complex
- 2013: Complete renovation of the Clubhouse
- 2013: Renovation of the Tiebreaker casual dining facility
- 2014: Complete rebuild of all 27 golf course greens to full USGA standards with TifEagle Bermuda grass and complete replanting of all fairways with Celebration Bermuda grass
- 2015: Install state of the art irrigation system, roughs, bunkers, and tees on the White Course
- 2015: Construct an outdoor Activity Center with Bocce and Pickle ball
- 2016: Install state of the art irrigation system, roughs, bunkers, and tees on the Gold Course
- 2017: Install state of the art irrigation system, roughs, bunkers, and tees on the Green Course (under construction with opening expected November 1st)
- 2017: Rebuild of the golf practice facility (under construction with opening expected in September)
- 2017: Complete rebuild of the tennis complex; 10 Har-Tru tennis courts with underground watering, grandstand viewing deck and construction of an arrival area for Tennis, Tiebreaker, Pool, and Fitness Center (under construction with opening expected November 1st)

WYNDEMERE BY THE NUMBERS

- The Wyndemere community is fully built-out with 634 residences. Property owners are required to have membership in the Club.
- At present, there are 699 Members at Wyndemere, with 553 Golf members and 146 Sports members. Approximately one-third of the members are full-time residents and two-thirds are seasonal.
- The Club has a strong balance sheet and has achieved operating profits in each of the last five years.
- \$40,000 Initiation fee for all membership classes
- \$8,600 Golf member annual operating dues and \$2,250 capital fees
- \$5,040 Sports member annual operating dues and \$1,262 capital fees
- 40,000 rounds of golf played annually on the 27 holes.
- \$1,200 per year food and beverage minimum
- \$9.4M gross revenues from all sources
- \$5.2M operating dues volume and \$1.4M of capital fee volume
- \$2.1M food and beverage volume
- \$5.0M gross payroll and benefits
- 38.5% combined food and beverage cost of sales
- 122 Employees (FTE) in-season; approximately 80 (FTE) off-season
- Average age of members is 72 and average years of membership is 12
- The Club's recent capital projects are funded in part with a \$150 per month capital charge that runs to July 2021 and a \$4,000 assessment that will be refunded in 2020
- There are 9 members on the Board, each serving 3-year staggered terms
- The Club is organized as a Florida, not for profit, 501(C)(7) organization

WYNDEMERE WEB SITE: www.wyndemere.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The General Manager/Chief Operating Officer (GM/COO) is responsible for supporting and executing the mission and vision of Wyndemere Country Club. This executive has management authority over daily operations of the Club, as well as establishing short- and long-term goals, objectives, plans and policies subject to approval of the Board of Directors. The GM/COO represents and serves the membership of the Club.

He/she is responsible for the financial and operational stability of the Club. Duties include direction setting, management of staff, and all workforce issues with a focus on maintaining quality services, programs, and facilities.

The GM/COO reports directly to the Club President and is responsible for carrying out the Board's policies. The Board is comprised of four officers and five directors.

The GM/COO will provide administrative and financial direction, adhere to operational goals, and be available for managerial counsel on all matters. The GM/COO will work in partnership with the Board and department managers to ensure that the primary goal of high membership satisfaction is achieved.

KEY RESPONSIBILITIES

- The GM/COO must be the catalyst for examining and forecasting trends in membership demographics and service desires.
- Creatively identifies strategies for new member acquisition and assimilation, especially as it relates to real estate sales and successful marketing thereof.
- Understands the value of current club-based technologies, including social media applications and their use in today's world of connecting with members.
- Ensures high standards for food and beverage, sports and recreation, and other club services.
- Reviews and initiates programs to provide members with a variety of events to expand member participation.
- Coordinates the development of annual operating and capital budgets. Manages operations and capital projects within budget unless otherwise approved by the Board.
- Analyzes financial statements, manages cash flow, and establishes controls to safeguard funds.
- Oversees the care and maintenance of all physical assets and facilities.
- Implements general policies established by the Board of Directors and directs their administration and execution.
- Plans, develops, and approves specific operational policies and procedures in concert with general policies.
- Provides recommendations to the Board of Directors about construction, maintenance, equipment, and services not provided in approved budgets.
- Keeps the Board President and the Board informed on all material matters.
- Establishes personnel and salary administration policies. Monitors policies relating to personnel actions and training and professional development programs.
- Periodically reviews the organization chart of Wyndemere Country Club, ensuring that labor resources are aligned to best accommodate both members' needs and the financial reasonableness of operations. Conducts an annual succession planning review with the Board.
- Works with department managers to schedule, supervise and direct the work of all club employees.
- Recognizing the highly seasonal nature of WCC, ensures an effective program for recruitment, on-boarding, training, and retention of key staff.

- Develops relationships with recruitment resources that can provide a pipeline of capable and effective team members in the future.
- Ensures 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.
- Interacts with the Wyndemere Home Owners Association Executive Director and collaborates on matters of material importance for the Wyndemere community.

CANDIDATE QUALIFICATIONS

- A natural leadership style that promotes staff and membership engagement. Personally knows and effectively interacts with the members.
- Ability to act as a partner with the Board and Committees. Builds strong relationships and communication exchanges.
- Strong understanding of superb dining and other food and beverage experiences featuring appealing menus and exemplary service.
- Proven credentials in quality food and beverage programming, highly regarded golf operations, exceptional member service programming, strategic planning, renovations, and capital project management.
- A motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes and by providing consistent feedback and support.
- Someone with a history of innovation, a champion of new ideas and initiatives, who seeks consistent improvement in member experiences and operational efficiencies.
- Engages in critical benchmarking and financial metrics that lead to a proactive response to industry trends.
- Knowledgeable in “best practices” of top-performing and high-member-satisfaction clubs and communities around the country.
- Technologically proficient and uses technology to improve service delivery to members, as well as to effectively manage and lead operations.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- Able to consistently deliver high-level member and employee satisfaction.
- Prior management experience in an organization where the governance model provided the GM/COO with full responsibility for operations and the Board with responsibility for strategic policy and financial leadership.
- Stays abreast of industry trends by attending meetings and conferences of the CMAA.

EDUCATION, EXPERIENCE, AND CERTIFICATION QUALIFICATIONS

- A college graduate with a Bachelor’s Degree in Business Administration, Hospitality Management or equivalent, with a preference for at least 10 years of progressive, significant management experience in a similar, private, member-owned premier club, preferably in a gated residential community. A verifiable record of working closely and successfully with member owned club boards and committees, and for being regarded as a true leader and partner in those situations.
- Preferably, possessing both a Certified Club Manager (CCM), a Certified Chief Executive (CCE) designation or similar professional development achievements.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience and befitting a club of the stature and significance of Wyndemere Country Club.

INSTRUCTIONS ON HOW TO APPLY

We request that you upload your resume and cover letter (in that order) to our resume service. ***Please note that you should have your documents fully prepared to be attached when prompted for them.***

Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be addressed to the Wyndemere Country Club Search Committee and clearly convey why you are interested and your alignment with the position. Additional information will be required from candidates to further assist in the evaluation of alignment and validation of competency for the role.

Your interest in this position should be communicated as soon as possible, but no later than July 7th. Interviews are expected to take place in early August.

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 Patty Sprankle: patty@kkandw.com

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