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GENERAL MANAGER/PRESIDENT PROFILE: GREY OAKS COUNTRY CLUB NAPLES, FL

THE GENERAL MANAGER/PRESIDENT (GM/PRES) OPPORTUNITY AT GREY OAKS COUNTRY CLUB

The opportunity at Grey Oaks is one of the most significant in the club community industry. Grey Oaks Country Club is one of the top clubs in the desirable Naples, Florida market and is considered to be one of the finest residential club communities of its kind in the United States. Their commitment, in the past, to top quality amenities and services has been further enhanced and reaffirmed in the last few years with the substantial reinvestment and expansion of amenities that rival any in the country.

The long-time and highly regarded GM/President has announced that he will be stepping down from his position at the end of the summer to pursue personal business opportunities. The operation was transferred very smoothly from developer to member ownership in the past several years and the Board of both the Club and the POA wish to continue with the same strong model of "thought partnering" leadership they have enjoyed for the past sixteen years with outgoing GM/Pres Jim Butler. This is a role that is as diverse and multi-dimensional as there is in the industry. Those with clear alignment in a significant top role in the club and related hospitality industries should strongly consider this position.

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

GREY OAKS COUNTRY CLUB

Grey Oaks Country Club is a private country club community set in the heart of Naples, Florida, which is a leading vacation and retirement destination for many of the country's most successful individuals. A premier destination and the crown jewel of Southwest Florida, Naples is known for its miles of gorgeous beaches, world class shopping and dining, amazing nature and parks, and challenging golf courses. It is also close to beautiful island sanctuaries and the tropical wilderness of the Florida Everglades.

Grey Oaks Country Club opened in 1993 and spans two distinct communities - Grey Oaks and the Estuary. Grey Oaks offers its members understated elegance and resort style living, exclusive social opportunities, 54-holes of championship golf along with tennis and recreational amenities for residents and non-residents alike. An enclave of private homes, exclusive amenities, sophisticated dining, and natural beauty, Grey Oaks is Naples' most treasured address.

Grey Oaks Country Club's fabulous array of amenities begins with its social and recreational centerpiece, a 62,000 square-foot main clubhouse as well as a connected 12,000 square-foot golf pro shop. This clubhouse offers an elegant setting for casual upscale dining, gracious hospitality and unparalleled professional service for members and guests. In addition to numerous dining options and a full calendar of event the club is well-appointed with new men's and ladies card and locker rooms. The newly constructed Wellness Center encompasses 30,000 square-feet and features state of the art cardio gym, two aerobic studios, Pilates, spin, spa, a community room and an immediate care center.

The Pool Café and Clubhouse and Tennis Complex, which opened in February 2017, has quickly become the envy of Southwest Florida where members can enjoy fire pits, lounge seating and personal grilling stations, while relaxing in elegant, poolside cabanas. An expansive 22,000 square-foot; the café features indoor/outdoor dining, flat screen TV's, and a wood-burning pizza oven. The Café overlooks a stunning 6,700 square-foot resort-style pool with a waterfall, wading entrance, and lap lanes. This poolside oasis is the ultimate destination for family and friends.

Within the Estuary at Grey Oaks, all members can enjoy the added comfort and convenience of the 20,000 square-foot Estuary clubhouse that features expansive outdoor deck seating in addition to a well-appointed and efficient interior operation. This additional clubhouse is in close proximity to the Grey Oaks Clubhouse and includes a fully stocked golf pro shop along with his and her locker and card rooms.

Members enjoy playing their choice of three challenging championship golf courses - the Pine, the Palm and the Estuary. Originally designed by Clifton, Ezell & Clifton, the Pine Course and the newly redesigned Palm Course at Grey Oaks combine natural beauty with breathtaking challenges for players of all skill levels. The Estuary Course, designed by the internationally renowned architect Bob Cupp, was also intended to provide the same discriminating standards, and is currently undergoing a full renovation under the direction of well-regarded course architect Tim Liddy. In addition to three amazing golf courses, Grey Oaks members enjoy the unique convenience of two double-ended driving ranges and two practice putting greens.

The Golf Performance Center is the epicenter of this club's world-class instruction program. The Performance Center features state-of-the-art player technology and provides four bays equipped with V1 Coaching Software. In addition to this technological assistance the Performance Center provides custom equipment services, lessons and clinics. Grey Oaks has a tremendous amount of talent and experience amongst its staff of more than 20 PGA Professionals. It is one of the few country clubs with over 300 combined years of PGA Membership between its golf staff and is also the home course for Chip Beck, a PGA TOUR Professional.

Grey Oaks offers members an extensive social calendar filled with activities for the entire family. Several dining opportunities are available throughout the week including Sunday Supper and Wednesday Family Nights along with Wednesday through Saturday Night world-class a la carte offerings. Members can enjoy cocktails on the elegant terrace overlooking the Estuary golf course or inside in the bar and lounge area. The Estuary clubhouse provides an intimate dining room and diverse menus that change throughout the month.

Capital Improvements Projects undertaken/completed at GOCC since 2015:

- The Palm course, a Clifton Ezell & Clifton design, was redesigned by Tim Liddy and reopened for play in early 2017
- The Estuary course, originally designed by Bob Cupp was closed in April 2017. The course has been redesigned by Tim Liddy and is currently undergoing renovations during the summer of 2017 and is scheduled for reopening in late 2017.
- East clubhouse kitchen renovation
- Estuary Clubhouse renovation
- Pool Café Clubhouse construction (new facility)
- Large Resort-style Pool (new construction)
- Tennis Center and pro shop (new construction)
- Relocation of tennis courts
- Golf Performance Center (new construction)
- Construction of driving range and short game area
- Construction of Pickle Ball courts
- Construction of 30,000 square-foot Wellness Center (new facility)
- Construction of two Bocce courts

GREY OAKS COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately 1,150 members in all categories; 85% of the residents in GOCC are members and of those 1,150 members 30% are non-resident
- \$150,000 Initiation fee for full resident membership
- \$16,000 Annual dues
- \$25M Gross revenues from all sources
- \$14M Dues volume, including capital dues
- \$5.5M F&B volume
- 380 Employees (FTE) in-season; 150 (FTE) off-season
- Average age of members is 62

GREY OAKS COUNTRY CLUB WEB SITE: www.greyoaksc.com

GENERAL MANAGER/PRESIDENT POSITION OVERVIEW

The GM/President functions in a CEO-like fashion, working very closely with the Board of Directors of both the Club and each Master Property Owners Association. The Club and Communities, while led by separate Boards, recognize and practice a “One Brand, One Community” philosophy and approach to their quality of lifestyle, amenities and services. The GM/President is looked upon as the “Mayor” of Grey Oaks and is the primary “visionary” and protector of that thinking and approach. This tactic has resulted in Grey Oaks enjoying the highest prices per sq. ft. of home sales within the greater Southwest Florida community market; the positive and supportive intertwining of club and community is a critical success factor, led by the GM/President.

The role is complex, yet simple. The ability to “manage expectations at a high level of intellectual reasoning” is critically important, but a fair amount of that is accomplished simply by being present, approachable, accessible, and diplomatic. Possessing the intellectual firepower to “hold your own in an environment populated with highly successful members with great expectations” is crucially important and may be achieved by approaching it with just the right amount of sophistication.

The significant amount of capital investment combined with a growing membership over the past few years has helped evolve the culture of Grey Oaks Club and Community as it further establishes and cements its role as “the” preeminent active lifestyle club community in SWFL. Helping to “manage change” associated with these improvements and new members are critical success factors of the new GM/President. Being the proactive leader and continuity of the organization in this regard is hugely important.

Key attributes, characteristics and style of the successful new leader include:

- Must be a visionary and mission oriented; anticipating how the Club continues to evolve is important, as is being actively ‘networked’ in the industry to the point of being on the forefront of trends in clubs, communities, real estate and economic cycles.
- Naturally outgoing, conversant, respectful and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so.
- Actively participating and “thought partnering” with the Board, Committees and contributors to GOCC’s success.
- Proactively leading the Team of highly qualified and (many) long tenured Senior Staff with a highly transparent and uplifting style.
- Recognizing the need for the continuation of an “employer of choice” approach to attracting, retaining and developing staff at every level within the greater GOCC organization.
- Being innately understanding, empathetic, reliable and relatable to members and staff at all levels.
- Responsive vs. reactive

Some of the broader management and leadership functions and responsibilities of the role include:

- Management of all aspects of the Community including its activities, relationships between the Community, Property Owners Associations for Grey Oaks and Estuary, Security, Landscaping, Water Management Company, members, residents, and employees.
- Coordinating and administering the Club and Community's policies as defined by Board of Directors and Executive Committee Members.
- Reviewing income and costs, taking corrective action as necessary, implementing and monitoring all Community financials, while assuming responsibility of accuracy, timely review, and accountability for the overall adherence.
- Securing and protecting the Community's tangible and intangible assets not limited to grounds, facilities and equipment by adhering to operating policies and procedures and direct performance of subordinate staff.
- Consulting and proactively presenting recommendations to Chairman of the Board, and/or Owner Representatives relating to capital improvement, construction, alternations, maintenance, materials, supplies, equipment and services.
- Developing and leading a top-quality proficient management team to drive business results, operate profit centers within established guidelines, actively coaching, instilling team accountability, and rewarding successes.
- Managing the development of the Club and Community's strategic and annual business plans.
- Developing, maintaining and administering a sound organizational plan; initiating improvements as necessary in conjunction with Human Resources as it relates to personnel.
- Serving as the "Behavior Model" for direct reports and all levels of employees.
- Securing positive strategic networking opportunities within the industry via associations or affiliates as reasonable to further elevate GOCC's "brand" and ensure forward thinking and trend awareness.
- Producing and presenting reasonable measurements (metrics) of performance for accomplished community goals or targeted areas of improvement in areas of safety, quality, cost, delivery and direct or indirect relations among membership, residents and employees.
- Reviewing efforts of all marketing and membership programs created for potential and present members and residents, and offering industry thoughtful recommendations when and where needed.
- Ensuring the highest standards are consistently met for food, beverage, sports and recreation, and entertainment.
- Actively interacting and fostering a feeling of "belonging" within the community to enhance the prestige of GOCC; broadening the scope of GOCC's public obligations as a participating community member.
- Actively conferring with administrative personnel and reviews activity and operations to determine changes in programs, operations or personnel.
- Leading, developing, participating and supporting organizational efforts to achieve goals as established for Membership sales.

CANDIDATE QUALIFICATIONS

- A minimum of 10 years of progressive leadership/management experience in (preferably) a private member-owned country club, preferably within a residential community with significant, multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar dynamic, large-scale operation. *Leading in a true "CEO-like" model and taking "ownership," accountability and responsibility while doing so are verifiably necessary traits and experiences.* Having current or prior experience in leading POA operations is desirable to complement exceptionally strong hospitality and leadership skills.
- Proven and verifiable leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a busy, full service, actively evolving gated, multi-campus country club community with 150-350 staff members seasonally, as well as a \$30.0M+ operating and capital budget.

- Prior experience in coordinating and overseeing major capital improvement projects, especially as they relate to construction and renovation of course and clubhouse.
- Appreciation for and knowledge of golf, which is the foundation of GOCC.
- Keen understanding of quality in all aspects of the club and community, including landscaping, which is a signature of note throughout all areas within both GOCC's communities and club operations.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Working and verifiable knowledge of strong procedural programming; the ability to define and institutionalize process and procedures (SOPs) on a consistent basis throughout GOCC is very important, especially as new amenities are brought on line, and existing amenities and programs are consistently evaluated and enhanced. Continued development and execution of Performance Standards and Performance Metrics is necessary.
- Technologically proficient and recognizing of best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- A motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism.
- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.
- A true, confident, diplomatic and competent club industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- As noted above, a true "thought partner" with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect.
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management, as is post-secondary education including an MBA.
- From the club industry, Certified Club Manager (CCM) designation is necessary with further certifications being preferred as a commitment to on-going and lifelong learning and networking has been a foundation for success in the incumbent GM/President.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience and befitting a club of the stature and significance of Grey Oaks 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.***

Your interest in this position should be communicated as soon as possible, but no later than June 20th. Interviews are expected to take place in July.

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 PDF format and your letter should clearly convey why you are interested and in alignment with the position. Your letter should be addressed to Mr. John Lyngaas, President and the Grey Oaks Search Committee. Additional information will be required from candidates to further assist in the evaluation of alignment and validation of competency for the role.

Once you complete the application process for this search, you are not able to go back in and add additional documents.

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.

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 Nan Fisher: nan@kkandw.com

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