

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: COUNTRYSIDE GOLF & COUNTRY CLUB NAPLES, FL**

### **THE GENERAL MANAGER/COO OPPORTUNITY AT COUNTRYSIDE GOLF & COUNTRY CLUB**

Countryside Golf & Country Club (CSG&CC or Countryside) is a premier member-owned, active lifestyle resort country club in prestigious Naples, Florida. Collier County is known as one of the nation's golf capitals and is home to some of the most widely-recognized golf courses in the country.

This position is responsible for managing all aspects of the club, including the HOA. It is a tremendous opportunity for an individual who is passionate about leadership, team development, enhancing the Countryside 'brand,' building strong and engaged relationships with members and staff, and seeing this dynamic, demographically diverse residential community club continue to enhance its relevancy in its members' lives. If you are the right person, you will be succeeding the current highly-regarded ten-year General Manager/Chief Operating Officer (GM/COO), who was recruited to lead one of Southwest Florida's most prestigious and exclusive clubs.

Countryside has continued to invest in improving and upgrading its facilities, amenities and infrastructure. With amenities currently in place, under construction or in the planning stages, it is in a unique position in a crowded market of clubs -- its amenity assets rivals those of its much more expensive neighbors. Due to its wide array of exceptional amenities and services, Countryside delivers the best value in its class in all of South Florida. The new GM/COO will be a naturally self-confident, yet modest, individual with a thoughtful and proactive style who, together with the Board, will collectively plan and execute a continued focus on presenting Countryside as the best-of-class residential community in the area.

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

### **ABOUT COUNTRYSIDE GOLF & COUNTRY CLUB AND COMMUNITY**

Countryside Golf & Country Club is a vibrant and active private gated community with 1,133 units comprised of 850 golf memberships and 283 social memberships. To be a member of the club you must own property within Countryside. The type of property owned determines your level of Membership: Golf, or Social with Limited Golf. Golf memberships are deeded with the property purchased and are, in general, non-transferrable. There are 34 neighborhood associations plus the Master HOA.

The community, developed by U.S. Homes, is close to shopping, dining and recreation activities of downtown Naples and Marco Island. The first residents arrived in 1987. The campus-style community of seven different buildings includes a 25,000 square foot clubhouse, golf and tennis shop, fitness and wellness center, a physical therapy and game room complex along with various maintenance and storage buildings.

The championship golf course at Countryside was designed by Arthur Hills and renovated by Gordy Lewis in 1999. It is scheduled to be renovated by Kipp Schulties, in 2019. Amenities include a practice range, short game practice range, two putting greens, reciprocal golf and dining privileges with select local golf & country clubs (May through October), private lessons and golf clinics.

A newly-completed major capital investment added four lighted Har-Tru tennis and two Bocce courts, a Wellness Center with top-of-the-line exercise equipment, saunas, showers and meeting space. A complete golf course renovation is scheduled to begin April 1, 2019, and the funding is already in place!

The clubhouse is the social center of the community, offering a wide variety of quality dining, meeting and card rooms. There are over 25 groups serving the varied interests of Countryside's members and guests.

### **COUNTRYSIDE GOLF & COUNTRY CLUB BY THE NUMBERS**

- Countryside has NO debt and the Master Board is committed to a financially-sound future
- There are 1,133 residences with 850 Golf Members and 283 Social/Limited Golf Members
- Capital fee upon purchase of a home- \$3,000
- Annual Dues including current capital assessment – Golf Member: \$6,153 Social/Limited Golf \$2,851 with an annual total of \$5M
- 18 holes of Arthur Hills design supports nearly 38,000 rounds of golf annually
- Overall operating budget is approximately \$8M
- Food and beverage volume is approximately \$1.3 M, with approximately 70% from ala carte dining
- Annual food minimum for all members is \$600 (excluding alcohol)
- 55 full-time and 45 seasonal employees
- 4 lighted Har-Tru tennis courts
- 2 new Bocce Courts
- 1 Clubhouse Swimming Pool
- The Club is organized as a not for profit corporation
- The average age of members is 72 years and continuing to trend younger
- There are 9 Board Members, each serving three-year terms, as well as a number of committees

**COUNTRYSIDE GOLF & COUNTRY CLUB WEB SITE:** [www.countrysidegcc.net](http://www.countrysidegcc.net)

### **GENERAL MANAGER/COO - POSITION OVERVIEW**

Do you have a personality that reflects calmness and strength, together with tactfulness and diplomacy?

The Countryside GM/COO functions in a CEO-like fashion, working very closely with the Board of Directors and leads a number of very active committees. She/he is looked upon as the "face of Countryside" and, in partnership with key volunteers, must be the primary visionary to ensure that Countryside consistently executes at an exceptionally high level of personalized service. The successful lead-by-example candidate will be embracing an environment that is not broken. She/he will be required to enhance and elevate the overall membership and staff experience, and to position Countryside as the "employer of choice" within a highly-competitive hospitality-employee market.

Significant to the new GM/COO's success is the ability to understand and embrace the unique nature, likely through current or previous first-hand experience, of residential community clubs. Key to this will be "the impossible task" (to others) of putting members first, but recognizing that the foundation of staff support, mentorship, clear direction, "walking the talk" and "being present" in her/his natural and engaging style.

The ability to manage expectations at a high level of dynamic leadership and reasoning is critically important, but a fair amount of that is accomplished simply by being present, approachable, accessible, diplomatic, and by having the necessary leadership presence to be viewed with confidence by all constituencies. Possessing the intellectual firepower to hold your own in an environment populated with highly competitive and successful Club members with great expectations is crucially important and may be achieved by approaching it with just the right amount of humility and sophistication. Paying attention to the details of maintenance, SOPs, overall member experience, staff culture, and other key areas of success is critical.

Key attributes, characteristics, experiences, and style of the successful candidate include:

- Being a naturally positive, energized, aspirational leader who understands the dynamics of a very active community-oriented club, and who can and has effectively lead diverse age demographics to harmonious and supportive enjoyment of their club.
- Appreciation for and knowledge of golf, tennis, fitness and other social activities which is the foundation of Countryside.
- A 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.
- Actively participating and “thought partnering” with the Board, Committees, and contributors to Countryside’s success. Ultimately, the goal is to allow members to be members, enjoying their time and volunteer contributions, and not making operating decisions but being policy makers and strategic partners instead.
- Being naturally outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so. Being respectfully confident and connected to the membership and team is critical.
- Past experience and skills in creating and implementing strategic plans; anticipating how the Club continues to evolve is key, 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.
- A strong record of selecting and developing talent in club senior leadership roles.
- Proven team building leadership qualities are desired with demonstrated ability to plan, direct, coordinate, facilitate and manage all facets of a full-service community.
- The successful candidate will be responsible for all day-to-day operations of the organization.
- Strong financial acumen
- Budgeting and financial presentation skills
- Financially astute and able to effectively guide an \$8M operation.
- A track record of results in governance/leadership partnership with active Member Boards.
- Active involvement in CMAA or similar organizations where he/she has a strong network of peers, and can stay actively abreast of the industry, trends, and opportunities for Countryside to stay relevant and proactive for its members and staff.
- A record of success in a similar quality club that has a verifiable history of strong member satisfaction and support.

#### **INITIAL PRIORITIES OF THE SUCCESSFUL CANDIDATE**

With the expectation that the new GM/COO will commence his/her role in summer of 2018, the following priorities have been identified as recommended primary focus:

- Understand, embrace, and execute the Board’s vision and strategy with conviction, passion and energy in a manner that clearly conveys high value to the membership.
- Get comfortable with the Directors
- Ensure that the golf course renovation is completed as planned
- Meet and engage with as many members as possible, “be present!” Build trust whenever and wherever possible, schedule interactive times and follow up on details. Be involved and in charge.
- Spend time with your team, especially your senior staff, in all areas of operations, getting to know them, evaluating their abilities and aspirations, ensuring that they and their respective teams have clear expectations and accountabilities in place.
- At about the 90-day mark, give the Board an honest, candid, no-holds-barred “State of the Club” analysis.
- Work closely with the F & B team to ensure that members’ expectations are met in the culinary and in the service-execution sides of the operation. F & B operations are of utmost importance to the membership and meeting members’ expectations in this area is of utmost importance. Service standards and consistent delivery thereof will be key to your success at Countryside.

#### **CANDIDATE QUALIFICATIONS**

- A minimum of 10 -15 years of progressive leadership/management experience, preferably in a private member-owned residential country club community with multi-dimensional operations.
- Verifiable success in the key attributes noted above.
- A demonstrable record of personal success, unimpeachable reputation, a hunger for “being the best,” and exceptional communication skills.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college, preferably in Hospitality Management. Exceptional career performance without a degree will be considered.
- Credentials from the hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.
- Certified Club Manager and Certified Association Manager designations are desired.

## **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff benefits, offers an excellent bonus and benefit package. CMAA dues and meeting and continuing education expenses are also paid by the Club

## **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.

**Prepare a thoughtful letter of interest in alignment with the above-noted expectations and requirements.** Your letter should be addressed to **Mr. Larry Franzen, Search Chairman**, and clearly articulate why you want to be considered for this position at this stage of your career and why Countryside and the Naples area will be beneficial to you, your family, your career, and the Club, if you have the honor of being selected.

**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](mailto:patty@kkandw.com)

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