

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: ABERDEEN GOLF & COUNTRY CLUB BOYNTON BEACH, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT ABERDEEN GOLF & COUNTRY CLUB

Located in one of the most desirable areas in the country, the role at Aberdeen Golf & Country Club (Aberdeen) is one that offers the new General Manager/Chief Operating Officer (GM/COO) the opportunity to join a club with fully renovated and expanded amenities, a full membership, and a very healthy financial picture! The Club has had a history of stability and enjoys a group of well-regarded senior managers. Coming out of COVID, the Club is poised to add, with the leadership of a new GM/COO, several new and innovative programs and activities, and will find a membership anxious to embrace such offerings and use their club like they have done in the past!

Possessing outstanding and natural interactive skills, never settling for 'status quo' and being known as a great communicator and mentor are some of the key attributes desired in the incoming leader. Being regarded as one of the "best values" of clubs in a crowded club market, Aberdeen is exceptionally well-positioned for continued success in the future, and the right 'fit' new GM/COO will enjoy a governance structure to support his/her success.

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

ABOUT ABERDEEN GOLF & COUNTRY CLUB AND COMMUNITY

Aberdeen Golf & Country Club is a 36-year-old, member-owned, predominately Jewish full-service country club. There are 25 contiguous villages on the property over 1,600 homes ranging from condos to estate-sized homes, single family dwellings, and attached villas and coach homes, most with lake and golf course views. The club is supported by an active year-round membership that regularly utilizes the Club's facilities and services on daily basis.

The expansive and modern clubhouse is the hub of activity for Aberdeen and offers a range of excellent dining options from casual food and drinks to extravagant buffets and sit-down dinners. The Panache Dining Room offers lunch, Sunday brunch and evening dinners as well as the venue for special functions. The Sunset Lounge is located near the Panache Dining Room and offers a fully stocked Lounge Bar in a relaxed, informal setting. The new outside seating area provides a casual atmosphere overlooking the magnificently maintained golf course and new bocce courts. The Oasis Café offers a distinctive menu from the other club dining areas and is located in the Fitness Center and provides an intimate dining venue with exquisite food offerings, cocktails, and an outside veranda that provides an exceptional view.

Amenities abound at Aberdeen and, as with most Florida clubs, golf is the focal point. With the unsurpassed architecture and beauty of its Jim Fazio designed 18-hole golf course Aberdeen is both challenging and playable for golfers at all skill levels, providing seven tees from which to choose. Complimented by newly renovated and exceptional practice facilities and a first-class pro shop, the golf experience at Aberdeen is exceptional.

The tennis complex includes 14 Har-Tru tennis courts, a fully equipped pro shop, and a stadium observation area, providing an inviting and exhilarating environment for the beginner or advanced player. With pickleball being the country's fastest growing new racquet sport, Aberdeen offers 4 pickleball courts as well as organized bocce.

The state-of-the art exercise facility features modern equipment, with personalized audio/visual components designed to offer easy accessibility, comfort, and views of the tropical pools and golf course.

The Fitness Studio offers many daily classes that contribute to the physical well-being of our members. Personal instructor lead and virtual classes are available.

The multi-tiered aquatics complex caters to all members, their guests and families amidst lush tropical landscaping, a cascading waterfall and cabanas that help create a resort-style setting around 3 pools.

A busy, year-round social calendar provides Aberdeen Members with live entertainment, showtime concerts and organized social outings in addition to numerous family Holiday and charitable events.

Aberdeen delivers a relaxed and private club atmosphere, combining personalized service, championship golf and tennis, exciting activities, and excellent cuisine to create a memorable lifestyle for its membership.

ABERDEEN GOLF & COUNTRY CLUB BY THE NUMBERS:

- Approximately 1,850 memberships in various categories with an extensive waiting list.
- Initiation fee is dependent on category, but for the top category of Full Golf Membership, \$45,000 is due at closing with \$20,000 refundable equity upon the sale of the home in the future (there are non-resident memberships and other resident categories as well)
- Annual dues for Full Golf Membership is \$14,000
- Annual F&B Minimum - \$1,250 for family
- Approximately 24,000 rounds of golf with no outings
- Gross Revenues of approximately \$12.65 million
- Annual Dues Revenue of approximately \$10.8 million
- F&B Volume – approximately \$1.1 million during COVID, more than \$2.0M in other years
- Employees: Approximately 140 year-round with another 38 H2B seasonally
- Average age of membership – 74
- There are a total of 9 Board Members, each serving three-year terms
- There are 18 committees, several of which meet infrequently, including: Activities, Audit, Ballot Certification, Budget & Finance, Communications and PR, Compliance Officer, Executive, Fitness & Aquatics, Food & Beverage, Golf & Greens, House & Property, Insurance, Legal & Bylaw, Membership & Ambassadors, Pickleball, POA Representative, Strategic Planning and Tennis
- The Club uses JONAS for its accounting and POS
- The Club is organized as a 501(C)(7) Corporation
- For the highest category of membership, there is a monthly capital charge of \$203, which is combination of regular capital and the Fitness, Tennis & Aquatics assessment, and Security)
- The Club has in place a significant Operating Surplus Reserve Fund that more than covers debt repayment and annual capex needs at the present time.

ABERDEEN GOLF & COUNTRY CLUB WEB SITE: www.aberdeencountryclub.com

ABERDEEN GOLF & COUNTRY CLUB GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The Board desires a GM/COO who functions in a CEO-like fashion, working very closely with the Board of Directors of the Club, and leading an active number of committees. The GM/COO will be looked upon as the “face” of Aberdeen Golf & Country Club and, in “partnership” with key volunteers, is a primary “visionary” to ensure that Aberdeen consistently executes at an exceptionally high level of personalized service. This “lead by example” GM/COO will be coming into a role and Club that is not broken but will continue to look to enhance and elevate the overall membership and staff experience, with a desire to implement an “employer of choice” discipline within a highly competitive hospitality community. The Board is highly desirous of ensuring that they stay in a governance, policy, and evaluation ‘lane,’ while the GM/COO handles all operational matters and is an active ‘thought partner’ on strategic and policy matters.

Significant to the new GM/COO’s success is the ability to understand the unique nature, likely through current or previous first-hand experience, of residential community clubs. Certainly, a key to his/her success is “putting members first,” and recognizing that the foundation of success is ‘walking the talk’ and being highly engaging and approachable in his/her natural style. Members in this community are highly active users of their Club, but recognition also needs to occur outside of the community to attract a base of non-resident members (up to 75) as well.

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 gravitas to be viewed with confidence by all constituencies. The natural tendency, too, to “get things done!” is a critical success factor.

Paying attention to the details of maintenance, review and/or development of necessary SOPs, continuous enhancement of the overall member experience, staff culture and other key areas of success is critical. Clearly and as noted, outstanding communication skills, especially the demonstrated ability to listen and respectfully respond is essential to success at Aberdeen.

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

- Being a naturally “positive, energized, aspirational and naturally mentoring” leader who can and has effectively led evolving age demographics to harmonious and supportive enjoyment of their club.
- Possessing a deep knowledge in active club operations, with especially strong F & B skills as well as strong financial acumen, an appreciation of modern “performance management systems” and technology.
- Someone who appreciates his/her senior leadership team, is respectful of their knowledge, skills and ability to contribute to the well-being of Aberdeen, and to whom he/she turns for input and recommendation.
- Actively participating and thought partnering with the Board, Committees, and contributors to Aberdeen’s success, especially using the Senior Leadership Team to contribute their expertise and skills. 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.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so, but also having the common sense to know when and how to ‘manage’ within guidelines and supporting the Team to do so as well. Being respectfully confident and “connected” to the membership and team is critical.
- Being actively ‘networked’ in the industry to the point of being on the forefront of trends in clubs, communities, real estate, and economic cycles.
- Someone who recognizes that success for the leadership team is being actively engaged with the membership and is respectful of the length and frequency of meetings, making them purposeful, educational, and highly collaborative.
- Possessive of a strong record of helping departmental leaders to continuously develop themselves and their respective staffs in a desire to create a culture of continuous evolution to excellence in execution and delivery.
- 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 Aberdeen to stay relevant and proactive for its members and staff.

INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

- Meet and sincerely interact with and engage as many members as possible, “*be present!*” Build trust whenever and wherever possible, schedule interactive times and follow up on details.
- Spend time with the team, especially senior staff in all areas of operations, getting to know them personally, evaluating their abilities, and aspirations, ensuring that they and their respective teams have clear expectations and accountabilities in place. Understand and develop, if necessary, an employee appreciation program that supports an “employer of choice” culture.
- Review with senior leaders and the Board the overall rules and guidelines, with a goal of providing more discretion within those guidelines; eliminate bureaucratic ‘handcuffs’ when identified.
- Develop a plan to help further an “owner vs. customer” culture within the membership by development and execution of thoughtful orientations, focus group sessions and other opportunities during which communication/education of members is undertaken.
- Review the organizational chart and, if in agreement, undertake an effort to identify and/or recruit an AGM to support your efforts.

- Develop a report to provide the Board with a thoughtful “State of the Club” analysis following ninety (90) days of overview and insight. This document will be part of the ‘roadmap’ to success, staff, plan, budget and other tactics and strategies for short and longer-term goals and should clearly spell out recommendations and opportunities to ensure “first class” delivery of a highly consistent member experience in all areas. The focus on the “First Class Experience at Aberdeen” expectation is critical, as is ensuring that it is seamless in its delivery in every department, all of which have complete reporting responsibility to the GM/COO. The Board is desirous of have strong “two-way partnership” with their GM/COO and this effort will help to establish initial goal setting, understanding of operation and be a solid foundation for future success.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of utmost importance to the membership and meeting a majority of members’ expectations in this area is a critical success factor. Service standards and consistent delivery thereof is an important area of focus.
- Plan for the development of a policies and procedures manual/SOPs for each department, recognizing that standards of performance and development of thoughtful KPIs for each area are important.

CANDIDATE QUALIFICATIONS

Ideally, a minimum of 7 - 10 years of progressive leadership/top level general management experience in (preferably) a private member-owned country club, with significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a strong GM/COO model and taking “ownership,” accountability and responsibility while doing so are verifiably necessary traits and experiences. The Club will consider well-mentored AGMs from similarly large scale, iconic or nationally recognized club operations where strong mentoring has occurred.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A BS or BA degree (or equivalent) from an accredited college or university, preferably in business or hospitality management.
- A CCM and CCE designation or similar accreditation outside of the club industry is desirable.

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.

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 cover letter addressed to Mr. Jay Levine, Search Chairman and the AGCC Board of Directors and clearly articulate why you want to be considered for this position at this stage of your career and why Aberdeen and the Palm Beach County area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than Friday, June 18, 2021. Candidate selections will occur early July with first interviews expected later that month and final selection before August 1st. Ideally, the new GM/COO will commence his/her role no later than mid-September.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Aberdeen”

(These documents MUST 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

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