

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: THE CLUB AT ADMIRALS COVE JUPITER, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE CLUB AT ADMIRALS COVE

One of the finest residential community clubs in America, the opportunity at The Club at Admirals Cove (Admirals Cove) is one that rarely presents itself---in this instance, it will be following the retirement of a 17 year tenured, highly regarded executive.

Located on the intracoastal waterway in the heart of highly desirable Jupiter, Florida, Admirals Cove has one of the most significant array of quality amenities of any club in the competitive market of Palm Beach County. The General Manager/Chief Operating Officer (GM/COO) is responsible for the executive management of the Club and reports to the President and Board of Governors, and oversees a nearly \$40.0M operating budget and operation that includes marina, golf courses (45-holes), multiple clubhouses, tennis, fitness/wellness/spa, room accommodations and is considered one of the highest performing clubs in the country.

Admirals Cove is looking for an exceptional leader and manager who can earn and maintain the respect and confidence of the Club membership and highly regarded team of associates, many of whom are long tenured. Clearly capable of upholding its thoughtful mission statement, the GM/COO must be the epitome of today's top club professional.

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

CLUB MISSION STATEMENT

The Club at Admirals Cove is a full-service recreational country club committed to creating a sense of community among its Members, and providing the highest quality amenities, services, and facilities for the enjoyment of all Members and their guests. The Club is guided by a framework of consistent fiscal policies to ensure it can maintain the quality of club life and fiscal health it is pledged to preserve.

Few clubs meet their defined mission; Admirals Cove is one that has consistently exceeded it with thoughtful, collaborative, energized, respectful, relevant and engaged leadership that will continue to allow it to set the standard for others to emulate in the area. Being a proven hospitality executive who characterizes these personal and professional competencies is the first of many overall success factor criteria.

ABOUT THE CLUB AT ADMIRALS COVE & COMMUNITY

In 1986, Frankel Enterprises purchased the Admirals Cove property from The John D. and Catherine T. McArthur Foundation. The property at the time of purchase was vacant and undeveloped. The majority of the canals that exist today were already dug, but extensive maintenance dredging and bulkheading was required.

Development of the property began in the spring of 1986, and the first model homes were completed by the end of that year. The marina, clubhouse, and 18-hole championship East golf course designed by Robert von Hagge opened for play in 1987, and the first residents moved in during that winter season. The Harbor Master building served as a temporary clubhouse until the Main Clubhouse was completed in 1989. The Golf Village course was built in 1991, and the Golf Village Clubhouse opened in 1993.

In 1999, the management and control of The Club was turned over from the developer to the members in one of the smoothest club transitions in the history of country club communities. Today there are approximately 1700 residents within the community.

Since its inception, the Club has continually enhanced its amenities, services, and facilities, including:

- 900 Residences ranging from Club Cottages to Custom Estate Homes
- 24-hour gated security
- 63 deep-water ocean access slips at a state-of-the-art Marina and Yacht Club
- 32 Inn Rooms for Members and their Guests
- 45 championship golf holes
- 12 Har-Tru tennis courts, with the latest “hydro court” technology for remarkable playability, lighted for night play
- 5 regulation pickleball courts
- 7 onsite dining venues offering gourmet selections, including 5-star cuisine and catering services
- Wellness programs at the signature BlueWater Spa, Salon and Fitness Center with a certified personal training team

The East Clubhouse (main clubhouse) offers spectacular views, resort pool, golf shop, large men’s and women’s locker rooms, men’s and women’s staffed card rooms, children’s play area, fully appointed fitness center, spa and salon, full service bank, and expansive dining areas.

The Golf Village Clubhouse imparts an intimate atmosphere with dining, a golf shop, men’s and women’s locker rooms, staffed men’s and women’s card rooms, and inviting porch and cozy lounge overlooking a stunning backdrop for reminiscing about a great round of golf.

The recently renovated Marina with floating docks offers a General Store, providing basic provisions for boaters and an extensive wine selection with highly favorable member pricing. The Marina Café is a casual “pub-hub” and popular dining spot with a spectacular view of the pool and marina.

The Admirals Cove Yacht Club was formed in 1990, by a group of Admirals Cove residents who shared a passion for yachting and a love of Admirals Cove. The Club boasts one of the finest marinas in South Florida, and a thriving Yacht Club with almost 400 Members, including a calendar that is full from November to June. With 85 percent of the homes in the community on the East Side located on navigable water, a world-class marina and five-star amenities, the Admirals Cove Yacht Club enjoys the best of all worlds.

THE CLUB AT ADMIRALS COVE BY THE NUMBERS:

- One of the largest club operations in the Palm Beach County, Admirals has about 912 memberships in various categories.
- Initiation fee - \$175,000
- Annual dues for Family Golf Membership - \$23,306 plus annual capital contribution of \$2,676
- Annual F&B Minimum - \$2,000
- Gross Revenue – approximately \$38.0 Million
- Annual Dues Revenue – approximately \$19.0 Million
- F&B Volume – slightly more than \$6.0 Million with nearly 60% of that from ala carte dining
- Gross Payroll – approximately \$19.0 Million
- Employees: Full-time Annual – 315, Seasonal - 235
- Average age of membership – 60
- There is a total of 9 Board Members, each serving three-year terms
- There are 10 standing committees including: Bylaw & Legal, Facilities, External Affairs, Finance, Golf, Green, Grievance, House, Membership, Social and Entertainment.
- The Club uses Northstar for its accounting and POS
- The Club is organized as a 1120(C) Corporation

THE CLUB AT ADMIRALS COVE WEB SITE: www.admiralscove.net

THE CLUB AT ADMIRALS COVE GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO at Admirals Cove has full responsibility for all aspects of operations of the Club, effectively managing all resources and reporting to the President, and is expected to be the embodiment of an “exceptional member-centric experience.” The GM/COO will lead the management team, be representative of modern management “best service and member experience” practices, while promoting a positive, engaging, responsive and highly competent service culture in all operations.

The GM/COO is expected to be an interactive “thought partner” with the Board and Committees, working closely with both groups as they collectively make decisions and set “vision and strategic direction” for the long-term well-being of the membership. All of this needs to be done with a sincere, integrity-filled, hands-on style, recognizing the need to be the “face” of Admirals Cove both internally and in the external greater Palm Beach County club community.

The successful new GM/COO at Admirals Cove must possess especially strong skills in “mentoring” and “holding accountable” senior staff and a group of meaningfully engaged and well-regarded employees who are looking for that type of leadership as well. The GM/COO will have oversight responsibilities for multiple departments, personnel, goals, objectives and overall performance management including: Food & Beverage, Culinary, Golf Operations, Golf Course Maintenance, Landscape Maintenance, Spa, Fitness, Wellness, Marina, Accounting and Finance, Member Services, Rooms & Lodging, Facilities Maintenance, Family and Youth Programming, Racquet Sports, Social Activities, and work closely and collaboratively with the Admirals Cove Foundation and the Admirals Cove Property Owners Association.

Members recognize the enhanced continuance of an energized, well-trained, committed team is critical for continued success. A sincerely engaged, personally invested, and instinctually ‘front facing’ style is particularly important for one’s success in this role. Being able to have candid, thoughtful discussions with members as member expectations of involvement and conduct are being refined is also critically important.

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

- The GM/COO must be a “hands on” interactive leader who directly monitors the operation and mentors the staff throughout each day; someone who recognizes and embodies the details necessary for consistency and high levels of satisfaction in all operations and amenities. Able to set clearly defined goals and objectives, hold people accountable for results in a performance management system without being viewed as a micromanager while doing so.
- The GM/COO must possess a personality that is genuine, likable, positive and upbeat and one that projects attractive qualities that puts people at ease. Honesty, humility, straightforwardness, integrity, accountability, leadership and dedication. The GM/COO should be able to inspire and motivate others, earn the respect of the members and employees as well as the community (both internal and external) at large.
- The GM/COO will be generous with their time for others, sharing their experience, knowledge of the club and hospitality profession. Being a thoughtful and active listener as part of a very well developed communication skill is critical. Verbal as well as strong writing communication skills are necessary.
- Energetic with a passion for people and building relationships; a proven record of success in this regard is critical.
- The GM/COO must be a true leader who can work closely with other leaders in a team concept, supporting and learning from each other.
- The GM/COO should be “confident yet humble and an astute listener with a bias for action.” He or she must also have the ability to engage in a meaningful fashion with both the members and the employees (beyond the board) to execute on day to day operations and ensure the long-term strategy is attained and is actively involved in creating it.
- The GM/COO must be confident in their abilities yet possessing natural humility in his/her interactions with others.

- Possess the natural “art of seeing something...” and then either executing a plan to improve, add, eliminate or rally for whatever it is; essentially being naturally “aware” and “proactive.”
- Being creative, innovative 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, and economic cycles.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so. Also, understanding this is a unique and diverse operation that combines traditional elements of club management with coordination, collaboration and understanding of a homeowner’s association that requires an even higher level of empathy, authenticity, and responsiveness.

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

- Provides leadership, mentoring, training, and organization for all employees. Outstanding team building and development skills are critical.
- Ensuring an effective recruiting process for staff members is critical as nearly one-third are seasonal.
- Maintain and regularly update the Club Standards of Operation, recognizing that status quo is not always relevant.
- Assists in visioning, planning and execution of Club tournaments, events and activities.
- Prepare for and conduct regular management and staff meetings to best ensure engagement and education of all contributing constituencies to Admirals Cove’s success.
- Contributes to the governance process as an active participant with the Board and Committees, clearly recognizing the need to take accountability and responsibility of the GM/COO role.
- Possessive of an exceptional financial aptitude commensurate with executive duties within a multi-million dollar operation.
- Developing and leading a quality, proficient management team to drive business results, operate revenue centers within established guidelines, actively coaching, instilling team accountability, and rewarding successes.
- Serving as the “Behavior Model” for direct reports and all levels of employees; actively aware of his/her influence on the team with his/her ‘tone at the top’ modeling.
- Securing positive strategic networking opportunities within the industry via associations or affiliates as reasonable to further elevate Admirals Cove’s “brand” and ensure forward thinking and trend awareness.
- Actively conferring with administrative personnel and reviews activity and operations to determine changes in programs, operations, or personnel.

KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING

The following priorities have been identified as recommended primary focus:

- Work to ensure a smooth and successful transition. Admirals Cove functions at a high level at present; a successful outcome will include understanding and embracing the Club’s “culture,” and quickly developing relationships with members and staff. Work closely and engage significantly with the Club’s key and mostly long tenured senior directors, all of whom are viewed as high achieving and quality contributors to Admirals’ success.
- Be “present” and positively approachable where needed to develop strong member and staff trust and confidence; approachability, follow up, and candid, respectful interactions are key. Being engaged and part of every operating department is critical, as is becoming the “face of Admirals Cove!”
- Develop the President, Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness. Ensure that well-intended member volunteer involvement is appropriate and in support of the Club’s goals.
- Immerse into the Club’s financial and business plans to fully understand the Club’s history and model for 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 great importance to the membership, and meeting members’ expectations in this area is a critical success factor.
- Immerse into the Club’s strategic plans and understand its history of amenities development, ensuring that any ‘open’ projects are completed with good success.

- Establishment of a strong and collaborative relationship with the POA, recognizing that essentially all members of the Club are POA members as well.

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, ideally within a residential community 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 true “CEO-like” model and taking “ownership,” accountability and responsibility while doing so are verifiably necessary traits and experiences.
- Verifiable embodiment of the Club’s culture and the ability to foster it within others.
- A history of treating members, staff and business associates with great respect and consideration always taking the high road in times of conflict.
- A history of professional development of himself/herself, as well as for furthering the professional education of the staff.
- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency; able to effectively lead and embrace “change management.”
- A true, confident, diplomatic and competent club or hospitality industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees, with a proactive approach to relevant, highly transparent governance and leadership methodology.
- Knowledge and ability to utilize appropriate and relevant technology tools for modeling and monitoring business activities and outcomes. 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 natural ‘hands-on’ style with validation of a true engagement with members, staff and outside contributors.
- Naturally possessive of a professional image and style that embodies and properly represents the culture of Admirals Cove.
- Naturally outgoing, energized, motivated with an “authentic” style and a true “servant’s heart.”
- Prior experience in coordinating and overseeing complex capital improvement projects.
- Appreciation for and knowledge of golf, which is a foundation of success at Admirals Cove.
- 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.
- 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. A “great listener.”
- Possessive of a strong network of industry professional relationships to allow for relevant and necessary outside contributions, when and where appropriate, to ensure that Admirals Cove remains a highly desirable and sought out club and community.

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.

Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be **addressed to Mr. Jeff Buchalter, Search Chairman and the Admirals Cove Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why Admirals and the northern Palm Beach County area will be beneficial to you, your family, your career, and the Club if selected.

Your interest in this role must be communicated in the above manner no later than October 20th, 2019 and preferably sooner. Interviews are expected to occur in later November with the process completed around the first of the year 2020 and the new GM/COO assuming his/her role in a reasonable amount of time thereafter.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – ADMIRALS COVE”

(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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