

KOPPLIN KUEBLER & WALLACE

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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: HILLSBORO CLUB HILLSBORO BEACH, FL

GENERAL MANAGER/CHIEF OPERATING OFFICER AT HILLSBORO CLUB

The General Manager/Chief Operating Officer (GM/COO) role at Hillsboro Club (HC) is a unique opportunity to join a club with a history of stability and continuity in this top role, and an exceptional family focus and culture, located in what is arguably one of the most desirable locations in Florida. The Board is excited to attract their next leader to help evolve the great tradition that has been established at HC over many decades and help to balance tradition with relevance to today's member expectations.

The need is for a top hospitality professional with a history of executing great member and staff experiences, driving exceptional financial results and providing strong and visionary leadership to his/her current organization. The Club's membership ranks, and finances are healthy and stronger than they have been in years, though there is still work to do. The Club enjoys an exceptional and unique culture that is supported by a mostly long tenured and well-regarded team of senior staff professionals who are excited about the future.

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

ABOUT HILLSBORO CLUB AND COMMUNITY

The property now occupied by the Hillsboro Club was initially acquired and developed as the winter campus of Lake Placid School, a private school for boys that was located in the Adirondacks. The Headmaster of the school, Herbert L. Malcolm, a 1907 Phi Beta Kappa graduate of Yale, had purchased 15 acres of choice land, located on a peninsula just north of the Hillsboro Inlet as an ideal spot for the school's winter term. In 1923, he moved the school's student body from Coconut Grove to this new winter site. Part of Malcolm's reason for choosing this particular school campus was that it was fronted by 1000 feet of a wide ocean beach. Malcolm was aware that beaches tend to build up north of inlets. Because of his insight, the beach has over the years escaped serious erosion, remaining for the most part in its same excellent condition for more than 90 years.

Founded in 1925, The Hillsboro Club is a private residence club for members and their guests in South Florida. Encompassed by the Atlantic Ocean and the inland waterway of Lighthouse Point, the Club is set on 15 acres of beautiful tropical landscaping with more than 1,000 feet of private sandy beach. The Club offers 144 Florida-style rooms and suites with balconies and varying views from oceanfront to garden and inland waterway.

Amenities and activities at the Club include:

- A beautiful freshwater pool
- 10 Har-Tru tennis courts with the expectation of pickle ball to be added soon
- Children's activities cottage and playground
- Regulation size croquet lawn
- Fully equipped fitness center
- Private dock
- Beach cabanas, paddle and boogie boards, sailboats
- 9-hole pitch and putt golf course

Hillsboro's prime ocean front location, surrounded by the Atlantic Ocean and Intracoastal Waterway, allows breathtaking ocean views, and spectacular sunrises and sunsets. Most accommodations at Hillsboro are in low-lying houses, or in cottages nestled among the sea grapes or high among the dunes overlooking the ocean.

The Hillsboro Club still embodies its original sense of family and tradition. Eighty percent of the Members who have been at the Club for more than 10 years are related to other Members. A growing percentage of members are family and friends in the Young Member category (age 21-40) and come together over special weeks throughout the season to the Club. Many longtime members now spend whole or half seasons at the Club and delight when, during the holidays, they are joined by their children, grandchildren and many friends.

HILLSBORO CLUB BY THE NUMBERS:

- There are approximately 632 Equity Members and 15 Beach & Tennis Members at present, along with an active summer membership program. A majority of Equity members reside in the Upper Midwest, D.C., Texas and the Northeast.
- Initiation Fee: \$20,000 (stepped as age appropriate) for a Full Equity Member; \$40,000 for Beach & Tennis Members
- Annual Dues: \$7,700 for a Full Equity Member (also stepped by age and with \$3,000 of that amount for capital); \$15,000 for Beach & Tennis Members
- Gross revenues of approximately \$13.5M
- Annual Dues volume is approximately \$2.12M
- Food and Beverage volume of approximately \$4.2M
- Room revenues of approximately \$6.7M
- The Club is organized as a private member-owned club, not for profit corporation 501c7
- The Club uses NORTHSTAR for POS and accounting systems
- The average member age is 48 and has gotten younger the past few years
- There are approximately 110 employees year round
- There are 12 Board members serving 3-year terms, and the Board President serves a one-year term.
- Committees at present include Membership, Buildings & Grounds, Marketing, Activities, Young Members, Finance, Audit, Personnel, House, Communications/Tech, Sports, Summer, and Nominating
- There are significant staff housing dorms providing accommodations to upwards of 85 seasonal team members (pre-COVID).

HILLSBORO CLUB WEBSITE: www.hillsboroclub.org

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO at HC has full responsibility for all aspects of operations of the Club, effectively managing all resources and reporting to the President and Board of Directors and is expected to be the embodiment of an exceptional member-centric experience, providing a clear 'tone at the top' model of conduct. 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, but comfortable and casual service culture in all operations. The GM/COO is responsible for implementing the Board's policies and serves as the bridge to the staff and committees to execute the Board's vision and to achieve maximum Member and guest satisfaction. *Being especially personable, approachable and "present" is a critical success factor of the successful next GM/COO.*

The GM/COO is expected to be an interactive thought partner with an active and capable number of Board and Committee members, working closely with both groups as they collectively make decisions, set vision and strategic direction for the long-term well-being of the membership, much of which is then the responsibility of the GM/COO to regularly execute. The Board and Committees are an active and positive part of HC's history and a natural "no surprises" style of communication with these key groups is critical. All this needs to be done with a naturally sincere, integrity-filled, hands-on style, recognizing the need to be the "face" of HC both internally and in the external greater local area community and various governmental agencies and others.

The successful new GM/COO at HC must possess especially strong skills in mentoring and holding accountable senior staff and a group of meaningfully engaged and well-regarded employees, many of whom are long tenured and are looking for that type of leadership as well.

The GM/COO will have oversight responsibilities for all departments, personnel, goals, objectives, and overall performance management, which will need to be further developed and executed.

HC prides itself on the special culture of “family” it embodies; this is amongst both members and staff throughout the organization and must be a natural part of the next leader’s ‘DNA.’

Members recognize that the enhanced continuance of an energized, well-trained, committed management/staff 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, as is the natural ability to have candid, thoughtful discussions with members regarding experiences, suggestions, requests, and such. The ability to diplomatically engage, say ‘no’ when necessary, and provide balanced and thoughtful responses is critical.

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

- Able to appropriately balance time between front facing needs and administrative time, as well as embracing the two ‘seasons’ of HC; the winter season where many of the Club’s long tenured families spend time at the club, and the summer months when a successful summer guest program results in a number of active, mostly younger professionals with families living year-round in the area are able to use Club facilities.
- Knowledgeable in rooms management is extremely helpful and desired because of the significant role their use and revenue plays in the overall financial plans for HC’s success.
- Possessive of strong F & B skills and experience, financial acuity, exceptional organizational and administrative skills, and being an excellent communicator, along with strong skills in planning, maintenance, programming, activities, and other traditional club competencies.
- In conjunction with the CFO, helps department heads derive and adhere to budgets that they ‘own.’
- Being actively ‘networked’ in the industry to the point of being on the forefront of trends in clubs, and economic cycles.

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, as it the need to “set clear goals for the management team, then letting them do their jobs.”
- Ensuring an effective and robust talent selection, retention and development program is in place; 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.
- Maintain and regularly update the Club Standards of Operation, additionally ensuring that high standards of care and maintenance of all Club physical assets are in place.
- Assists in visioning, planning and execution of Club events, programs, and activities.

KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING

The following priorities have been identified as recommended primary focus:

- Develop the President, Board and Committee and Past Presidents relationship, working to create a collegial bond and robust communication exchange of diplomatic openness.
- Dive into the Club’s long range and strategic plans. Critical to HC’s future success is for the new GM/COO to be a proactive part of furthering the business plan that allows the Club to stay relevant and attractive to keep a pipeline of collegial future members. **Leadership beyond simply club operations is critical!**
- Tour every aspect of the Club property and develop a prioritization list for both capital and operational improvements. (Note: The Club has engaged an Interim GM/COO who has initiated the first phases of operational and capital review but taking that foundation and ‘running with it’ will be important). Immersion into the Club’s strategic plans and understand its history of amenities development, further understanding the unique challenges and requirements of an oceanside operation, especially becoming expert in such operations if not already having that experience, mostly relating to its impact on maintenance, beach restoration, etc.

- With the season hitting full stride as the new GM/COO comes on board, operations will be priority, but also ensuring full performance management systems are in place---job descriptions, org charts, accountabilities, roles & responsibilities matrix, etc., are in place will be important.

CANDIDATE QUALIFICATIONS

- 5 - 7 years' experience as GM/COO in a high performing private club or resort operations with excellent visionary and leadership skills and a deep understanding of organizational culture and member relations
- Exceptional financial business acumen with a helpful understanding of how to leverage high tech to further improve high touch

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- Preferably, a bachelor's or master's degree from accredited university
- Preferably, a CCM or equivalent certifications from other professional associations

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

CLUB COVID REQUIREMENTS

This club does not require staff to be fully vaccinated as a provision of employment and does follow all federal and state mandates.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club offers an excellent bonus and benefit package including CMAA membership.

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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to the HC GM/COO Search Committee and clearly articulate why you want to be considered for this position at this stage, what you believe you would bring that aligns with the profile, why at this stage of your career and why Hillsboro Club and the South Florida 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 October 20, 2022. Candidate selections will occur in early November with first Interviews expected mid-November and second interviews immediately after Thanksgiving with the new GM/COO to start as soon as reasonable following selection.

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

“Last Name, First Name Resume”

“Last Name, First Name Cover Letter - Hillsboro Club”

(These documents should be in Word or PDF format)

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle at patty@kkandw.com

Search Executive:

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