

# KOPPLIN KUEBLER & WALLACE

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

### **GENERAL MANAGER/CHIEF OPERATING OFFICER AT NAPLES HERITAGE GOLF & COUNTRY CLUB**

Naples Heritage Golf & Country Club (NHGCC) is searching for a General Manager/Chief Operating Officer (GM/COO) who will lead this well-regarded, very well performing community while also ensuring the member experience is continually enhanced to meet the desires of the members/residents within the community.

NHGCC is a fully built out, bundled community and has a very supportive base of members and is looking for an energized, communicative, strategic, capable, and innovative professional who is passionate about the Club, the Community, and the opportunity ahead of him/her. The current GM/COO is retiring after nearly 15 years in the role and leaving a strong team of mostly long tenured professionals who are capable and well-liked by the membership.

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

### **NAPLES HERITAGE GOLF & COUNTRY CLUB**

Naples Heritage is a casually elegant full-service golf and country club community situated on 550 acres of land; a unique bundled community, NHGCC is an ideal place to work and live with over 250 acres of natural preserves where wildlife abounds.

Exceptional amenities are anchored by a Gordon Lewis designed 18-hole course opened in 1997 which delivers outstanding golf for players of every age and skill level and is known for being consistently well-conditioned. The golf experience is complimented by GPS in every cart, a well-stocked golf shop, aqua driving range and a full staff of PGA Professionals.

Redesigned and relocated in 2020, the tennis complex provides six Har-Tru courts, as well as one hard court and four pickleball courts at satellite locations throughout the community. Racquets players enjoy an active social calendar which includes organized inter-club competitive play, Tennis Pro led clinics and other events.

The main clubhouse provides a recently reimagined large, resort-style pool with a highly popular new outdoor dining venue which complements recent renovations and updates in the adjacent main clubhouse. The community also boasts three satellite pools at various locations around the property. The new NHGCC Fitness center consists of a well-equipped exercise room and provides numerous types of trainer led classes and is found connected to a new administrative office complex.

Members enjoy a well-regarded F & B operation and a large calendar of events and activities throughout the year, with emphasis on October 15 through May 15 when the majority of Owners/Members are in town.

### **NAPLES HERITAGE GOLF & COUNTRY CLUB BY THE NUMBERS**

- 42,000 Annual rounds of golf
- Approximately 30% of NHGCC are year-round residents of the community
- Initiation Fee \$3,000 for membership
- There is a \$500 annual food charge and a \$450 annual capital charge
- Annual dues approximately \$6,550 for Full Golf
- 799 Members, all members are full members

- \$7.5M Gross volume
- \$4.3M Annual dues volume
- \$1.38M COVID-era F&B volume, 95% à la carte / 5% catering
- 65 Full Time Employees; 40 seasonal
- Club is a Section 277 Taxable Corporation, CIRA bundled community
- 9 total Board members each serving three-year terms.
- The Club uses Jonas POS and Accounting software

**NAPLES HERITAGE GOLF & COUNTRY CLUB WEB SITE:** [www.nhgcc.com](http://www.nhgcc.com)

### **GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW**

The Board is looking for a GM/COO who functions in a proactive, highly engaging fashion, working very closely with the Board of Directors and a number of active committees. The GM/COO is looked upon as the “face” of Naples Heritage Golf & Country Club and, in “partnership” with key volunteers, and is a primary “visionary” to ensure that NHGCC 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, and to be an “employer of choice” within a highly competitive hospitality community. The Board is desirous of working with a GM/COO who handles all operational matters and is an active thought partner on strategic and policy matters, but who is approachable and “actively listens” while providing a transparency to direction and operations throughout. Providing thoughtful communications focused on educating as well as communicating is important, as is being appropriately responsive when doing so.

Significant to the new GM/COO’s success is the ability to understand the unique nature of NHGCC, 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 providing staff support, mentorship, clear direction, “walking the talk” and “being present” in his/her natural, sincere, and engaging style. The Club is casual and enjoys a true Southwest Florida lifestyle, but appreciates and wants to perpetuate the high level of personalized service and experience members have come to expect over the years.

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 and “trusted” by all constituencies, especially in the height of season when the majority of members are in residence. Again, being responsive and insightful in interactions with members and staff is important and necessary.

“Paying attention to the details” of maintenance, SOPs, overall member experience, staff culture and other key areas of success is critical, as the Club and Community have great curb appeal at present and have been well-maintained throughout. Clearly, outstanding communication skills, especially the demonstrated ability to “listen and respectfully respond diplomatically while sometimes saying no” is essential to success at Naples Heritage while overseeing both club and community operations.

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

- Possess a deep knowledge in active club operations, with strong financial acumen and F & B skills, an appreciation of modern “performance management systems” and technology. Understanding too, that the entire master community is their responsibility, spending time understanding all aspects of the non-club part of his/her role.
- Possessive of a strong record of selecting and developing talent in club senior leadership roles, and helping those departmental leaders continuously develop themselves and their respective staffs in a desire to create a culture of continuous evolution to excellence in execution and delivery. Being a natural mentor is important.
- Actively taking part and “thought partnering” with the Board, Committees, and others which contributes to NHGCC’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.
- 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, as is having a personal style of “listening, considering and reflecting” before reacting to inputs. Someone with a strong intuitive level of humility who recognizes the importance of relationships and works hard to establish and maintain them.
  - Having experience and skills in creating, implementing and thoughtfully communicating strategic plans; important to the role is anticipating how the Club and Community continues to evolve, 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 track record of results in governance/leadership partnership with active Member Boards and committees, and comfortable working in a “sunshine laws” environment.
  - 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 NHGCC to stay relevant and proactive for its members and staff.
  - The ability to lead in a very busy operation. The Club plays over 42,000 rounds of golf each year, has a vibrant F & B program and a large number of ‘clubs within the club’ that need focus and attention, as well as a consistently high level of execution. A history of continuing to add innovation and relevance incrementally (not radically) to his/her operations.

#### **INITIAL PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER**

- Establishing a strong, collaborative relationship with the Board and staff that is built on trust and transparency along with open communications, which includes being “present” and approachable.
- In conjunction with the Board, reviewing and updating as needed the strategy, objectives and operating plans for NHGCC, which will include post-COVID opportunities, and communicating such plans to the membership and staff including the ‘why’ of their need and importance.
- Meeting and sincerely interacting with and engaging as many members as possible. Building trust, scheduling interactive times, and following up on details. Being “present and front-facing” and involved in all operations, especially in member high usage areas/times, is very important. Determining how to ensure the Club’s history of positive member experiences continue at a high level and where they may be even further enhanced.
- Creating a series of focus group ‘by invitation’ sessions with members and staff, either in person or virtually, immediately upon commencing the role will be important to introduce yourself to the membership, learn how NHGCC functions, and understand what members and staff value and would like to see enhanced.
- Spending time with and getting to know the team, their abilities, and aspirations and furthering their already strong mutual respect and collaborative approach to supporting one another and the Club’s overall mission while also advocating for their success. Ensuring that a strong, collaborative “esprit de corps” is in place and supported by the key departmental leaders and their supporting staff.
- Developing the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness. The GM/COO must be “respectfully assertive” in making his/her opinion part of the discussion to help ensure a big-picture view is always considered in policy-making and directional changes. Being exceptionally well-versed in NHGCC’s bylaws, policies and procedures is critical.

#### **CANDIDATE QUALIFICATIONS**

- A minimum of 7-10 years of progressive leadership/management experience in a private member-owned country club community or resort operation, preferably those with member boards and committee involvement AND preferably within a residential community setting. Residential oversight is critical in this role with a number of sub-associations within the community as well as the master NHGCC Association, the latter of which are under the responsibility of the GM/COO.
- The Club will consider well-mentored AGMs for this role as well as those who come from other sides of the hospitality industry, so long as they are able to allow verification of the relationship side (versus a transactional aptitude) of current and past success.

- A verifiable record of strong and intuitive mentoring of staff and having achieved a ‘workplace of choice’ employee environment in the operations he/she has been part of leading.
- 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.
- Technologically proficient with a thorough understanding of best practices in the use of technology to improve ‘high touch’ service delivery to members and to more effectively manage and lead operations.
- Strong knowledge of golf operations, maintenance standards, and the successful engagement and growth of participation in programs and activities for members.
- Experience in creating and executing strategic planning and capital projects, and clear knowledge of Florida Statute 720 and other relevant governing requirements of a bundled community operation.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college is desirable, preferably in Hospitality Management.
- A CCM designation or similar accreditation outside of the club industry is desirable. Additionally, either having a CAM license or obtaining one within a reasonable period of time is desired.

#### **SALARY AND BENEFITS**

Salary is commensurate with qualifications and experience. The Club offers an excellent benefits package, along with the typical CMAA benefits.

#### **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 Janice Cafmeyer, Search Chair, and the Search Committee at Naples Heritage Golf & Country Club**, and clearly articulate why you want to be considered for this position at this stage of your career and why Naples Heritage Golf & Country Club and the Naples, FL area will be beneficial to both you and the Club if selected.

***You must apply for this role as soon as possible but no later than Tuesday, August 2, 2021. Interviews will occur in early September.***

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

**“Last Name, First Name - Resume” &**

**“Last Name, First Name - Cover Letter – Naples Heritage”**

(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.

[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)

#### **Lead Search Executive:**

Kurt D. Kuebler, CCM

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