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## GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: QUAIL CREEK COUNTRY CLUB NAPLES, FL

### THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT QUAIL CREEK COUNTRY CLUB

Quail Creek Country Club (QCCC) is a full-service, Member-owned Club that was one of the first established in Naples, Florida 38 years ago. While it is located within the Quail Creek Estates community, Members are not required to live there. In fact, seventy percent of Members live near the beach or in other neighborhoods. Naples offers a gentle pace and a tropical ambiance combined with fine arts and culture, world-class shopping, one-of-a-kind culinary experiences, and all of the outdoor activities and water sports imaginable. The General Manager/Chief Operating Officer (GM/COO) position at Quail Creek is a rare opportunity to step into an established, low-density club (240 members per course maximum) in a highly competitive market in one of the top golf/club markets in the country.

While preserving its wide range of amenities and activities and a friendly, relaxed atmosphere, the Club is now creating a unique positioning among Southwest Florida clubs through its \$18.5M capital project that will foster innovative, integrated programs that address the “whole person” – physical, mental and social. This cutting-edge initiative should enhance QCCC’s standing as a top-tier club that differentiates itself as the best amateur/recreational player-support club in the area for the growing retirement market. The Club’s holistic approach to Members’ well-being is designed to help them reach their ultimate healthy lifestyle and competitive goals. The GM/COO position offers a prime opportunity for the right person to showcase her/his talents and make a significant contribution to achieving this mission, while personally establishing long-term roots in the sunny, beautiful Naples area. The Club Members and staff are eager to welcome a new GM/COO who embraces their vision and is dedicated to leading QCCC to both near-and long-term success.

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

### THE QUAIL CREEK COUNTY CLUB AND COMMUNITY

Member engagement and a full range of sports, activities and events are top priorities at QCCC. The golf program and facilities are second to none, with both organized and casual golf groups and events active all year long. The Club proudly displays two Arthur Hills-designed championship courses that are in outstanding condition. Each of the 18 holes is very different but equally challenging so that high and low handicappers alike can enjoy the game. The Club also is pursuing certification in the Audubon Cooperative Sanctuary Program for Golf. The Club hosted the 2018 Florida State Golf Association’s Women’s Open as well as the Senior Women’s Open. QCCC also has been selected by the USGA to host the 2020 Women’s Amateur 4-Ball Championship, a significant honor that speaks volumes of the course enhancements post Hurricane Irma.

Approximately four years ago, QCCC completed a full renovation of both golf courses, as well as the Greenside Grille & Bar, with open-air seating. Most importantly, the Members recently approved a major capital reinvestment program that will likely make QCCC one of the most progressive clubs in the area when completed! The overall \$18.5M program will cover nearly every aspect of the Club’s facilities, ultimately creating the new Sports Center & Spa, an innovative integrated facility where golf, tennis and fitness/wellness/spa are co-located in a highly connected and interactive manner, thus allowing staff to provide Members with coordinated services including cross training, skills enhancement and conditioning.

Also, on tap are an extensive renovation and expansion of the casual dining kitchen and commissary; a new Wine Room/private dining room; a new main entrance and updated lobby; the Creekside Café, a new casual food and beverage concession; total renovation of the tennis and bocce courts; parking lot improvements; the addition of pickleball and croquet to the Club's sports offering; and "refreshing" of the Clubhouse interior and exterior.

The renovations and improvements are underway and will take approximately fourteen months to complete, so the new GM/COO will be intimately involved in the project, especially as it relates to reopening, planning and execution with target completion of the various project elements being this Fall and early Winter. The Club is partnering with highly qualified external advisors who have years of experience working together on Southwest Florida club projects.

(Note: Separate from the Member-approved capital project, a number of capital improvements and updates are part of ongoing maintenance; others are related to the restoration of certain areas following damage caused by Hurricane Irma in 2017. In addition to roof damage and various structural issues, the courses lost over 4,000 trees and even larger numbers of smaller plant materials. Most of the restoration work already has or will be covered under insurance reimbursement.)

The Club boasts extensive golf lessons and training programs and an outstanding and recently expanded golf practice facility that includes an extended driving range, Short Game Experience, a putting green, and a chipping and bunker area. Two other putting greens are located at the first tees for both courses. The Club also participates in an impressive summer reciprocal program, with privileges at over 70 private clubs.

The Clubhouse and golf courses are surrounded by 291 estate-sized homes on lots of nearly an acre or larger. This, combined with mature trees and accent landscaping, creates feelings of spaciousness and tranquility, distinguishing it from most other clubs in Southwest Florida. Importantly, the Community is presently seeing a number of new building projects or renovations.

Quail Creek Country Club will be proud to offer its Members the finest active Tennis Center and program in the Naples area when the project is completed! At present, a portion of the tennis operation is part of the staging area for the renovation project. When the renovation of the tennis courts and facilities is completed, the Center will have 11 Har-Tru courts (with several lighted for night time play), as well as 4 new pickleball courts. Both Tennis and Golf will be housed in an integrated Pro Shop in the new Sports Center & Spa. Also planned are 3 bocce courts and one croquet court. League play is offered for both tennis and bocce players.

Also, under the same roof as Golf and Tennis, QCCC's Fitness, Wellness & Spa operations will be offering top quality programs with multiple certified personal trainers. As one of the few Blue-Zones-certified club fitness centers in the area, QCCC's operation offers a full range of classes, personal training, spa services, cardio and strength exercise equipment and on-site physical therapy to help Members play longer and live better. Techno-Gym equipment, endorsed by the PGA, will be featured in the gym area. The Fitness Center has been temporarily relocated to the former Golf Pro Shop and utilizes approximately 2,500 sq. ft. of floor space to provide a high-quality interim operation.

The Club's House Committee and staff organize a variety of fun events each year. From dinner dances and golf nights to kids' events and costume parties, there is always something fun and interesting for Members to do. The Clubs within the Club are highly popular with Members and include Book Club, Bridge, mah jong, Investment Club, Wine Club and more.

The highly regarded culinary program and the Club's award-winning Executive Chef make dining a true experience at QCCC. From casual lunch and dinner to spectacular buffets, theme nights and fine dining, Members enjoy memorable dining experiences. The Club's Food and Beverage operation is pursuing Blue Zones certification to help Members achieve their healthy lifestyle goals. The aforementioned lower-level renovated and expanded Greenside Grille & Bar is the most popular Member area within the Clubhouse. Its updated design features indoor/outdoor

dining with a 12-foot fire pit, peninsula bar, and plenty of casual seating for groups of any size who want to lounge and linger.

It will be further enhanced with renovations that will expand the kitchen and commissary and will create a Wine Room that can also serve as a venue for private dining. The lobby, as well as the Clubhouse exterior, will be refreshed as part of the project. Members also enjoy the convenience and quality of QCCC's extensive menus at home; the Club offers fully catered events and take-out service.

Once completed, the renovation project will make Quail Creek Country Club one of the most desirable clubs in a very crowded market of quality club communities. The excitement of Members is building each day and they have been kept informed with a series of project update communications. Members are very pleased overall with the quality of the Team that has been assembled, which features a strong group of senior managers who are equally complementary of one another and have strong synergy amongst themselves. They are as enthused as Members are about the future and the overall mission and vision for QCCC!

### **The QUAIL CREEK COUNTRY CLUB "MISSION STATEMENT" (updated in July 2018)**

We strive to enrich the lives of our Members through innovative, integrated approaches to physical activity, mental stimulation and social engagement. In sync with their interests and aspirations, we enable Members to play better and longer at their favorite sports and activities, while serving as the hub for their social interactions and friendships.

### **The QUAIL CREEK COUNTRY CLUB "VISION STATEMENT" (2010)**

Quail Creek Country Club will be a premier, private, full-service country club that delivers outstanding Membership value, services and consistently high-quality amenities in a casual and friendly environment.

### **QUAIL CREEK COUNTRY CLUB BY THE NUMBERS:**

- Founded in 1981; Turned over to the Members in 1984
- Two - 18 Hole Arthur Hills Golf Courses
- 630+ members in all categories at present, with 420 Class "A" golf members (senior and regular)
- More than \$10M Gross volume
- \$25,000 Golf Initiation fee
- Approximately \$6.4M in overall dues revenues from all categories
- 150+ Employees (FTE) in season; +/- 100 Employees (FTE) in off season
- 42,000 rounds of golf per year
- 59,000 sq. ft. Clubhouse at present with a significant project currently underway
- 9 Board members, each serving staggered three-year terms
- The Club uses the JONAS software system for its FOH and BOH operations
- F & B volume is approximately \$2.4M annually with over 80% of it from a la carte operations
- The Club is organized as a 501(c)(7) not for profit, tax-exempt entity
- Oversight of the HOA is not part of the Club operation, but needs to be highly coordinated and complementary
- The average age of Members is approximately 68 years, but has lowered by approximately 4 years in the past 3+ years
- Standing Committees are advisory and include: Audit; Finance; Fitness, Wellness, Spa & Aquatics; Golf & Green; House; Legal; Strategic Planning; Membership & Communications; and Court Sports.

**QUAIL CREEK COUNTRY CLUB WEBSITE:** [www.quailcreekcc.com](http://www.quailcreekcc.com)

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

The GM/COO reports to the President of the Board of Directors and has clear ownership for all day-to-day operations of QCCC. She/he is responsible for defining and recommending the strategies and tactics necessary to annually achieve the Club's goals, which are established by the Board of Directors. Specific emphasis on consistently enhancing an extraordinary lifestyle experience for the Members and their guests is of primary importance. She/he is responsible to manage all of the key assets (physical and staff) including golf, tennis, fitness, wellness & spa, food and beverage, and membership recruitment and retention to ensure they are consistently regarded among the 'best in class' in service execution and delivery.

Recruiting and retaining Members must be one of the GM/COO's principal objectives. With this being of the utmost importance to the long-term success of the Club, the GM/COO must have demonstrated the ability to proactively engage in the Membership and Marketing plan. One component of this effort is to ensure that appropriate and commensurate quality service and amenities are in place to support these marketing efforts, as sustained Membership growth is vital to the Club's long-term success. (As noted, at present there is a high level of Membership satisfaction and support for each of the operational areas and Team.)

The GM/COO is expected to provide leadership to the Board, Committees, Members and Staff. She/he oversees the development of programs, events and activities at the Club and recognizes the need to lead in anticipating the majority of Members' interests while, at the same time, balancing the Club's business and financial objectives. Another of the GM/COO's principal objectives is the successful administration of the business of QCCC. Meeting annual tactical and strategic goals and expectations while, at the same time, keeping a high level of Member satisfaction is critical to the GM/COO's success. She/he will be leading all aspects of the organization and will need the courage to make necessary and sometimes bold decisions in the best interest of the Club, even if it means pushing the Board for actionable decisions.

The GM/COO must "fill, not just occupy, her/his position." She/he will be expected to be the clear face of QCCC. The Club is viewed as one of the premier residential club communities in Southwest Florida, and that reputation will most definitely be enhanced with the completion of the capital project. Consequently, the Club's reputation must be maintained through consistent focus on priorities, goals and objectives that have been mutually established and reviewed in conjunction with the Board of Directors. Development of an effective and dedicated team of professionals, consistent operating standards and execution, and overall leadership within the organization is of paramount importance to achieving these goals.

Ultimately, the GM/COO of Quail Creek Country Club is responsible for producing results. The Club is desirous of having the right "fit" and the most effective and results-oriented inspirational leader who sincerely understands and appreciates the Naples area, is committed to the Club and its mission and vision for the future, and is intuitively engaged and sincerely involved and approachable to Members, guests and staff.

The current GM/COO is moving on his own to a new opportunity in North Carolina where he and his family were desirous of living. He is leaving a strong team of professionals and an operation that has seen significant improvement and enhancement over the past four years. The new GM/COO will, therefore, be able to transition into an operation that is functioning at a high level where "polishing operations" and "preparing for the successful execution of the vision" are of primary importance as opposed to major operational "fixes" or changes.

### **ORGANIZATIONAL STRUCTURE**

Quail Creek Country Club operates under the General Manager/Chief Operating Officer (GM/COO) organizational structure. The GM/COO reports to the President of the Board of Directors, and the Board is looking for a strong club professional who can continue to essentially function as the CEO of QCCC. She/he will be clearly tasked with running the operation and being a true "thought partner" with the Board, as opposed to the Board being actively involved in operational matters as volunteers; they want this successful style of oversight to continue with the new GM/COO!

All functions of the Club report to the GM/COO including the following direct reports:

- Chief Financial Officer
- Director of Golf Courses and Grounds
- Executive Chef and Director of F&B
- Director of Golf
- Director of Court Sports
- Director of Membership
- Director of Communications and Marketing
- Director of Human Resources
- Director of Fitness, Wellness, Spa & Aquatics
- Buildings Manager
- Sports Center Manager

The GM/COO also works closely with the Quail Creek Estates HOA Managing Director to discuss mutually beneficial strategies and planning for both entities. She/he also sits on the Valewood Association, which is made up of the management from the four residential communities that surround the Club (Quail Creek Estates, Quail Creek Village, Longshore Lake and Palazzo at Naples). This group interacts on matters of interest and importance to all.

The GM/COO also provides support and guidance to all active Club Committees and their Board liaisons.

#### **INITIAL PRIORITIES OF THE NEW GM/COO**

With the expectation that the new GM/COO will commence his/her role at the end of the prime season at Quail Creek Country Club, the following have been identified as areas that will require immediate focus:

- Act as an innovative partner with the Board and its Committees. The Board wants a full-time executive leader who will proactively bring new ideas and well-conceived recommendations on what is needed to fulfill the Club's vision, mission and strategic plan, especially considering that the \$18.5M project will be well underway at arrival. Clearly, a successful execution of the integrated programming and overall vision of the project is the number one priority of the new GM/COO.
- Recognize the need, through the current GM/COO transition, to immediately build effective Member, Board, Committee and Executive Team partnerships, by building trust through responsiveness, personal availability and approachability as part of one's natural and "front facing" style. Work to build and gain the confidence of each constituency by being present, listening, and offering thoughtful responses.
- Become immersed in the Membership development, recruitment and overall retention programs, recognizing that, while working very well at present, this area of the operation in a non-mandatory Membership community is of utmost importance.
- Work to understand and evaluate programs for recruitment, on-boarding, training, mentoring and retention of key staff, recognizing the highly seasonal nature of QCCC. Develop relationships with local and non-local recruitment channels to ensure prompt supply of capable and effective staff in the future.
- Working with the appropriate committees and staff, ensure that a robust and insightful program is in place so that those outside the gates (both locally and nationally) are aware of QCCC and its attractiveness for membership as well as its innovations.
- Dedicate time to get to know the entire QCCC Team, its strengths and capabilities. Work as a "strong mentor" and advocate for their collective and individual successes, helping all of them to continue to focus on the "one team" concept that has been instilled in the staff culture at QCCC.
- Develop a tracking and plan to provide the Board with a thoughtful "State of the Club" report following ninety (90) days of commencing the new role. This document will be part of the "roadmap" to success, including staff, plan, budget and other tactics and strategies for short and longer-term goals that are aligned with the vision and mission for QCCC.

#### **CANDIDATE QUALIFICATIONS AND PREFERENCES**

- A college graduate with a bachelor's degree in Business Administration or Hospitality Management is a plus, along with a desired minimum of 7 - 10 years of General Management experience, in a similar private,

member-owned club operation. Both a Certified Club Manager (CCM), a Certified Chief Executive (CCE) designation, and similar professional development achievements are preferred.

- Strong interpersonal and communications skills across all levels of the Club; possessive of strong and natural “gravitas” is critical. Strong member AND staff engagement are critically important, but only as part of a naturally occurring style.
- A verifiable record of working closely and successfully with member-owned club Boards and active Committees, and for being regarded as a true “partner” leader in those situations, and not an “order taker” manager.
- Experience with verifiably successful membership development/recruitment, retention and continuously enhanced experiences that are relevant and innovative.
- A commitment to continuous professional development for herself/himself and those of the Team. Perpetuating a culture of continuous learning and development is critically important.
- Outstanding communication skills in all areas -- personal presentation, group presentation, written communications -- for both internal and external constituencies.
- Strong knowledge of quality food and beverage programming, highly regarded golf operations and exceptional member/guest service programming are needed. Strategic planning, renovations and significant capital project management experience are also highly desirable (especially with the capital project now underway).
- Proven ability to consistently define and achieve goals and objectives and, most importantly, to increase membership and verifiable fiscal discipline. The planned integration of the QCCC Member experience, especially after the significant renovation and expansion project, is of critical importance.
- Awareness of critical benchmarking and financial metrics that lead to proactive response to trending curves. Can provide examples of metric-oriented thinking and programming.
- Knowledgeable in “best practices” in top-performing and high-member-satisfaction clubs and communities around the country, including but not limited to seasonal staff recruitment and development, as well as innovative programming and activities development. Being exceptionally well “networked” with other key club industry professionals is very helpful and desirable.

### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management, as is post-secondary education including an MBA (or equivalent industry experience).

From the club industry, Certified Club Manager (CCM) designation is necessary with further certifications being preferred as a commitment to ongoing and lifelong learning and networking.

### **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 Ms. Hedy Whitney, President, and clearly articulate why you want to be considered for this position at this stage of your career and why QCCC and the greater Naples area will be beneficial to both you and the Club if selected.

Expressions of interest in this manner should be conveyed to our Firm as soon as possible; we expect to move quickly on this search effort! Interviews will likely occur in October or November with the successful candidate likely in place before the end of the year or early in 2020.

PLEASE NOTE THE IMPORTANCE OF THE FOLLOWING PRESENTATION OF YOUR PERSONAL INTEREST AND QUALIFICATIONS. YOU MUST SUBMIT IN THE NOTED MANNER!

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Quail Creek Country Club”

(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

Partner, KOPPLIN KUEBLER & WALLACE

561-747-5213 – Jupiter, FL

[kurt@kkandw.com](mailto:kurt@kkandw.com)

[www.kkandw.com](http://www.kkandw.com)