

# KOPPLIN KUEBLER & WALLACE

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## CHIEF OPERATING OFFICER/GENERAL MANAGER PROFILE: THE QUECHEE CLUB QUECHEE, VT

### THE CHIEF OPERATING OFFICER/GENERAL MANAGER OPPORTUNITY AT THE QUECHEE CLUB

The Quechee Club – Vermont’s premier four-season club located in the Quechee Lakes community – is looking for an exceptional Chief Operating Officer/General Manager (COO/GM) to lead this year-round club and community operation. The Quechee Club provides a wide array of indoor and outdoor activities for its members and guests and offers dining and social activities to match. This is a unique opportunity to live and work in a picturesque Vermont small town setting with a team that is passionate about the Club and which provides quality service to members, guests and fellow team members.

The ideal COO/GM is someone with a true and sincere “hospitality gene” who recognizes the special uniqueness of “community” found at Quechee. The confluence of members/residents, staff and guests combined with the natural beauty of the area has formed a distinctive and captivating setting where genuine care and concern for all parties is clear. This role requires a unique blend of talent---the COO/GM of Quechee must, at various times, be a traditional club leader, a city manager and a caring mayor for his/her constituents. Recognizing that quality amenities and execution of service is critical to one’s overall success and to enhance values of residents, the COO/GM must also be able to lead a capable team of key managers in all club and non-club areas like community and member services, finances, and infrastructure.

Important to success in this role is to embrace the four-seasons environment along with living outside of a metropolitan setting. Historic Dartmouth College, Woodstock, Vermont and Hanover, NH are short distances from Quechee, the club and community embrace a true small-town ‘community’ life.

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

### ABOUT THE QUECHEE CLUB

The Quechee Club is in the village of Quechee, Vermont, a popular resort community, which is part of the town of Hartford -- Vermont’s Gateway Community. The picturesque countryside is breathtaking, with quaint covered bridges and is rich with tradition and rooted with family. Quechee has retained much of its historic character thanks to the Quechee Lakes Corporation that preserved many old buildings. There is a gamut of recreation activities to pursue including golf, tennis, swimming, skiing, snowboarding, hiking, biking, kayaking, and more.

In 1970 the Quechee Lakes Landowners’ Association, Inc. (QLLA) was formed to “hold, manage, regulate and maintain” the common land and amenities of the development. The Quechee Lakes community is made up of individuals who own a home site, a completed home or condominium. Property ownership automatically confers membership in The Quechee Club. The members own and control all amenities at QLLA. Renters or tenants are allowed the privilege of using the amenities for an additional fee, while residing within the community association.

The Quechee Club is bustling in the summertime with racquet sports, including platform tennis, recreation programs, swimming and fitness and two championship, 18-hole golf courses which have been rated in the top ten in the State of Vermont by *Golf Digest* magazine. The outdoor family resort pool complex is a vibrant summertime operation, and the active indoor pool sees year-round use by members.

The Club is active in the wintertime as well. The Quechee Club’s “Ski Quechee,” a ski lift operation with multiple slopes, is enjoyed by members, guests, and the public. A network of groomed, cross country trails is located on the golf courses, as well as in a deep, forested area of the complex, offering a rustic escape. The Base Lodge is the home of an independently owned and operated Ski School, Ski Rental, and Ski Team operations, as well as, the Recreation Center, and Food Court.

Murphy Farm overlooks Lake Pinneo and is the location for QLLA's highly acclaimed Mini Crew and Q-Crew Kids' Camps that take place during the summer. During the winter season, the farmhouse transforms into Murphy's Tavern, currently used as a banquet and special events facility.

#### **THE QUECHEE CLUB BY THE NUMBERS:**

- 1,385 families (not including renters and guests)
- \$5,255 annual membership fee, plus a \$500 annual food minimum
- \$2,825 additional full golf amenity fee providing family access to golf
- There is a \$4,000 transfer fee when a home is sold to a new member
- Approximately \$10.5M annual gross revenue
- \$1.8M annual F&B revenue with 83% *a la carte*/17% banquet
- 25,000 rounds of golf are played annually
- Approximately 250 employees in peak season; 140 off peak
- There are 11 Board Members each serving three-year terms
- Committees: House, Golf, Greens, Community Affairs, Racquet, Finance, FPC, Fitness, Winter Sports & Trails
- The Club uses Northstar for its FOH and BOH accounting functions

**THE QUECHEE CLUB WEB SITE:** [www.quecheeclub.com](http://www.quecheeclub.com)

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

In accordance with the Association's Bylaws, the COO/GM functions with the responsibility and authority as the "Chief Operating Officer" of the Quechee Lakes Landowners Association, Inc. (QLLA) club and community. He/she is responsible for implementing existing policy in accordance with the Mission Statement, QLLA governance documents and the goals of the Association; developing and recommending policy for Board consideration and establishing and implementing such operational practices and procedures as required. He/she directs and administers all aspects of the operations of the club facilities, the golf course, recreational amenities, common areas, infrastructure, programs and activities and the Landowners Association, as well as being a catalyst for forward planning and managing relationships between each key constituency group and the external community.

He/she leads an organization of six direct reports at present including: Executive Director Golf & Recreation, Human Resources Director, Membership Director, Director of Property, Controller, and Director of Food & Beverage.

As a general overview of responsibilities and expectations, the COO/GM of Quechee has a full scope of responsibilities covering amenities and operations, community relations, fiscal and business planning, and overall property maintenance.

#### **More specific areas of focus include:**

- **Hospitality** - Ensuring members, potential owners, and guests have an excellent and consistent customer service experiences at all facilities and amenities.
- **Amenity Leadership** - Assuring that amenity leaders and managers are well qualified in their respective areas and provide exceptional service to members and guests. Provide a significant amount of natural approachability with members/staff in all areas of the operation to develop strong, positive relationships throughout the organization.
- **People Leadership** – Encourage the drive to be an "Employer of Choice" through positive employee experiences and leading by example. Ensures performance management, compensation, and benefit systems are administered as directed by the QLLA Board and employment practices are equitable and follow local, state, and federal laws. Provide quality leadership of Employees, establishing high quality and integrity standards as well as a performance management system that ensures well defined accountabilities and benchmarks of performance.
- **Financial Management** - Prepare operating and capital budgets to support Board strategies and staff business plans. Manage to plan and advise Board of required changes or adjustments throughout the year.
- **Governance Compliance** - Manage the business consistent with the QLLA's Governance Model including policies, procedures, rules and regulations, and other legal documents. Essentially, the COO/GM is expected to be a highly active "thought partner" with the Board and Committees of Quechee, recognizing his/her role as the leader of this organization.

- **Property and Services Management** - Ensure the maintenance of QLLA assets based on sound practices including, but not limited to capital replacements based on the reserve study analysis and multi-year resource allocations and selection of in-house and contracted services.
- **Communications and Community Relations** - Participate in outside activities that are appropriate to enhance prestige of the Association; maintains professional memberships and attends professional meetings and seminars; broadens the scope of the Association operation by fulfilling public obligations of the Association as a participating member of the community. Serves as a liaison with the Developer and the Association's attorneys as well as the broader Quechee, Hartford, and state of Vermont communities and agencies.
- **Vision** – Lead the process to 'vision' Quechee's strategic and relevant positioning in its market, better ensuring appreciation of properties and consistently high satisfaction experiences and retention of members and staff.

## **INITIAL PRIORITIES**

- Get to know members and staff as quickly as possible by establishing and maintaining key and regular interaction points; keep members excited about using the Club and its amenities and increase amenity participation. Create a series of communication opportunities from the "Q" Notes newsletter to a significant series of 'by invitation' focus group sessions, to active participation and involvement throughout the community.
- Assess the overall Team and determine appropriate means of clarifying expectations, accountabilities and determining overall abilities to execute against them. Ensure that an appropriate and positive 'culture' is in place that is supportive, inspiring and very clear to the members. Work to create a positive energy and enthusiasm for Quechee, its members and its team of employees.
- Focus on the "nuts and bolts" of the operation and be "obsessed with the details" leading to consistent execution of standards and member/staff experiences.
- Working with the Board and Finance Committee, evaluate the budget plan and assess its alignment against 'deliverables,' and determine opportunities for revenue growth and overall QLLA efficiencies. Understand the budget plan and history.
- Work closely with appropriate staff and Committees to further invigorate membership recruitment and marketing efforts, which closely coincide with real estate marketing.
- Review all operations for service and delivery improvements, recognizing the need to provide the Board with a 'roadmap' outlining initial areas of focus and priority, along with planned tactics to address desired outcomes. Start to shape the "Vision for Quechee" and what it will take to make the Club and community a vibrant, attractive, sought after community for years to come.

## **CANDIDATE QUALIFICATIONS**

The successful candidate should possess a wide range of necessary leadership skills, industry knowledge, and functional abilities to effectively lead the organization.

- Significant progressive experience as General Manager/COO/President in a hospitality and homeowner environment, with a leadership role relative to management across a diverse array of amenities (i.e. lodging, rentals, golf, tennis, aquatics, winter sports, fitness, spa, resort, homeowners, maintenance & utilities), as well as food & beverage and programming.
- Understanding of community association management and dealing with homeowner concerns.
- Destination Management, Marketing and property management experience is highly desired. City/municipal management or government oversight experience may be relevant.
- Proven leadership qualities and team-building skills effectively direct, coordinate and control all facets of a full service, residential/resort community.
- The ideal candidate must possess the ability to work well with the QLLA Board providing visionary leadership and sound guidance to support recommendations.
- Inspiring motivator who instills in managers and staff the desire to provide exceptional service to members, residents, and guests and a leader who encourages teambuilding, employee motivation, and service training. The COO/GM will also encourage professional development of key employees.

- Be naturally interactive, visible, engaged with excellent administrative and organizational skills. The candidate should have demonstrated abilities in providing leadership and guidance to department managers, employees, and the Board.
- Sound overall financial management and administrative skills with strengths in the selection and development of subordinates, developing internal controls, implement financial controls, general accounting knowledge, creating budgets, disseminating management information, and implementing critical success path planning.
- Outstanding written and verbal communication skills. Possess the distinct ability to function effectively before a wide variety of groups and forums. Communication with residents, guests and employees and personal visibility are highly important parts of the COO/GM responsibilities.
- A take-charge person that is approachable, mature, and well-rounded as a manager and leader is highly desired. A problem solver, who can effectively administer the affairs of The Club and QLLA and represent it to its various publics and constituencies.
- Capable of a high degree of initiative and resourcefulness in directing the activities of a large, full service, family-oriented residential/resort community; able to present a consummately professional image to the staff, residents, guests and the general public.
- Strategic planning skills and experience overseeing capital projects is highly desired.

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

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Business Administration or Hospitality Management. An MBA or advanced degree in finance or hospitality are beneficial.
- A CCM designation or similar accreditation outside of the club industry is desirable.

#### **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 Kathy Hickey, Chairwoman and the Search Committee at The Quechee Club,** and clearly articulate why you want to be considered for this position at this stage of your career and why The Quechee Club and the Hartford, VT area will be attractive to you, your family and Quechee if selected.

***You must apply for this role as soon as possible but no later than Tuesday, March 31, 2020.***

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

**"Last Name, First Name - Resume" &**

**"Last Name, First Name - Cover Letter – Quechee"**

(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

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

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