

# KOPPLIN KUEBLER & WALLACE

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## GENERAL MANAGER (GM) PROFILE: TIMBER PINES COMMUNITY ASSOCIATION SPRING HILL, FL

### THE GENERAL MANAGER OPPORTUNITY AT TIMBER PINES COMMUNITY ASSOCIATION

Established in 1982 the Timber Pines Community Association (TPCA), a private and gated residential community of 3,452 homes and villas (comprised of 57 villages) resting on 1400 acres, and just north of Tampa in Spring Hill, FL. TPCA is searching for a General Manager, who will lead the effort for continued relevancy in its member's lives, while also ensuring that the experience is continually enhanced to meet the desires of the members/residents within the community.

Timber Pines Community Association has a large base of residents/members and is looking for an energized, personable, communicative, strategically capable, and innovative professional who is passionate about the Community Association, the Community, and the opportunity ahead of him/her. The entire community is debt free and maintains a very adequate reserve funding for future repairs and maintenance.

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

### ABOUT TIMBER PINES COMMUNITY ASSOCIATION

Known as "The best kept secret in Florida", TPCA has consistently been recognized nationally for its economic retirement value and its innovation. Set in an excellent location in the Tampa Bay area called the Nature Coast and offers the advantage of being close to the Tampa, St. Petersburg and Orlando Metro areas which provide major transportation, theaters, sporting events, shopping, theme parks, beaches and a variety of cultural activities. The community offers exceptional amenities including four golf courses, eight lighted tennis courts (six Har-Tru and two hard surfaced courts which are dual lined for six Pickleball courts), two heated & cooled swimming pools w/spas, Country Club, Lodge, Performing Arts Center, Resident Activities Center, bocce and shuffleboard courts, horseshoes and a fitness trail for jogging, bicycling and walking.

Golf courses at Timber Pines include:

- The Grand Pines – An 18-hole championship course
- The Hills – An 18-hole executive course
- The Lakes – An 18-hole executive course
- The Highlands – A 9-hole pitch and putt, par three course

The **Country Club of the Pines**, overlooking the 18<sup>th</sup> green of the Grand Pines golf course, offers a variety of dining experiences with many scheduled events and functions *only* for members and guests. This dining venue is available to members for private functions as well. The **Clubhouse** and the **Pines Pub** enjoy a robust F & B operation. The F & B operation is outsourced to a 3<sup>rd</sup> party vendor, but coordination and oversight falls under the General Manager responsibility.

The **Lodge** is a multi-functional building with a large ballroom, screened in porch, library/business center, meeting & activity rooms, full kitchen, and is home to the Association's administrative offices. The **Performing Arts Center (PAC)**, which seats 570, is the center of many activities with an annual calendar of club parties, activities, meetings, workshops, banquets, charity events and professional performances. The **Resident Activities Center (RAC)** is home to a fitness center (with fitness instructor during designated hours), billiards room, woodworking shop, arts & craft room, and a conference room.

Currently under development is the **Pickleball and Recreation Center (PARC)** which will include a 15,000 sq. ft. Fitness Center and Recreation building:

- 5,000 square foot fitness center with weight machines
- Relaxation room for yoga, tai chi, and meditation
- Dance & exercise studio
- Game Room with ping pong and darts
- Education Center
- Conference and Meeting Rooms
- Lobby and Reception area

The **PARC** site will also include an outdoor Pavilion and 12 lighted Pickleball courts which are currently in the construction phase.

#### **TIMBER PINES COMMUNITY ASSOCIATION BY THE NUMBERS:**

- The Community Association has an annual operating budget of approximately \$16M.
- Annual dues volume is \$10.4M.
- F&B operation revenues are \$1.8M annually with 47% food cost and 30% beverage cost. (Again, this is an outsourced, 3<sup>rd</sup> party vendor operation with a unique subsidy arrangement)
- Gross Payroll is \$4.4M.
- Buyer's Capital Contribution fee is \$1,815.
- Annual dues are \$3,012, including reserve funding and cable w/high-speed Wi-Fi.
- There are approximately 98 FTEs year-round, and an additional 2 part-time seasonal employees.
- There is a total of 7 Board Members, each serving three-year staggered terms.
- There are 17 standing committees: Appeals, Architectural Control, Blood Bank, CERT (Community Emergency Response Team), Common Grounds, Community Relations, Elections, Facilities Planning & Engineering, Golf, Golf Handicap, History/Archives, Internal Audit, Medical Equipment Exchange, Restaurant, Safety, Social, Village Representatives.
- There are approximately 155,000 rounds played annually on the Community Association's courses.
- Average age of members is approximately 77.
- The Community Association uses JONAS for its accounting, tee time and POS systems.

#### **VISION STATEMENT**

"A premier community designed for the active senior age 55 and older and recognized for its quality of management and excellence in residents' services."

#### **CORE VALUES ARE TO MAINTAIN:**

- The Community's natural beauty and environment.
- Current standards for our infrastructure.
- The safety and security of the Community's residents.
- A friendly atmosphere and sense of community.
- Honesty and integrity in everything we do.
- A variety of quality amenities and services.
- Budgeting to avoid special assessments and debt.
- Affordability for most.

**TIMBER PINES COMMUNITY ASSOCIATION WEB SITE:** [www.timberpines.com](http://www.timberpines.com)

#### **GENERAL MANAGER POSITION OVERVIEW**

The General Manager (GM) reports to the Board of Directors through the President. The GM works closely with and supports the BOD in a proactive and ancillary fashion. He/She is cognizant of and works well with diverse and valued active committees. The GM's visionary approach compliments the Board that acts as the face of TPCA and provides an exceptional high level of personalized service. This lead by example GM will be coming into a role and Community Association 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 GM provides seasoned and well researched guidance to the Board's strategic and policy developments. He/She should be approachable and actively listen while providing a transparency to direction and operations throughout. The General Manager is responsible for cost-efficient administration of the following departments/divisions: Administration, Accounting, Member Services, Facilities Maintenance, Golf & Grounds Maintenance, Food & Beverage (overseeing 3<sup>rd</sup> party vendor), Golf Center, Information Technology Systems, Access & Community Control and Association Services. Job responsibilities include hiring, training and development, supervising, controlling, and directing the goals and objectives of all department managers, while maintaining and fostering the idea of team concept amongst the staff.

Significant to the new GM's success is the ability to understand the unique nature, likely through current or previous first-hand experience, of Community Associations. Certainly, a key to his/her success is putting residents/members first. To recognize that providing staff support, mentorship and clear direction is a desired characteristic. In addition, being visible in his/her natural, sincere and engaging style is important as well. Additionally, and critically important is understanding and delivering upon the **culture** of TPCA and its focus on being an **affordable** community that provides a large array of quality amenities. Resident/Member experience elevation is a continual focus, but doing so under the financial model that has been successful for Timber Pines over the years is a critical success factor.

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.

Paying attention to the details of maintenance, SOPs, overall member experience, staff culture and other key areas of success is critical, as the Community has great curb appeal at present and has been well-maintained throughout. Clearly, outstanding communication skills, especially the demonstrated ability to listen and respectfully respond diplomatically is essential to success at Timber Pines while overseeing both Community Association and community operations.

#### **PRIMARY RESPONSIBILITIES**

- Direct operational activities to achieve the goals and objectives of the Association as set by the Board of Directors and assure that Board mandates, goals/objectives, policies, resolutions and other acts are implemented in a timely manner.
- Attend all Board meetings.
- Direct the development, preparation and implementation of the Association's annual and capital budget process and implement Board-approved yearly budget program.
- Maintain compliance with Association documents and Florida State Statutes.
- Monitor operation expenditures and tracking of funds and provide periodic fiscal forecasts and updates to the Association Board. Ensure that appropriate presentations are made to the Association in general.
- Oversee the purchasing of Association contracts, insurance, services and supplies.
- Provide liaison between the Board of Directors, management, staff and residents/members. Act as the liaison with all local government authorities and bodies. Provide presentations to the Association and make periodic reports to the Governing Board. Able to effectively represent the Association at public meetings, hearings and other activities.
- Oversee all hiring, training, supervising, evaluation, disciplinary actions and terminations of employees, ensuring compliance with state and federal laws, i.e., EEO, ADA, COBRA, etc.
- Maintain fiduciary compliance with By-laws, policies and procedures by providing complete in-depth membership, financial and administrative records for the Association.
- General Manager is on call for emergency response seven (7) days a week, twenty-four (24) hours per day. Also serves on the Association Disaster Response Team, responsible for setting safety standards for employees.

#### **KNOWLEDGE, SKILLS AND ABILITIES**

- Accuracy and quality of actions and decisions in this position is critical. Errors may cause a continuous adverse influence on future operations of the Association.
- Apply modern management, accounting and administration principles and practices.
- Advanced financial forecasting and reporting.

- Proper bid submission, analysis and contract negotiation.
- Knowledge of preventive maintenance principles.
- Human relations and communication techniques and the ability to employ them in working situations.
- Insurance requirements and coverages relative to community associations.
- Communication skills required include writing, speaking and making presentations.
- Demonstrated long and short-term planning programs.
- Operation of personal computer, peripheral equipment and software packages.
- Establish and maintain effective working relationships with board members, executive staff, personnel at all levels and resident/members.
- Interpret Board-established policies and directives, and develop, implement and enforce support programs in accordance with them.
- This position requires highly analytical work tasks broad in spectrum and widely varied, limited supervision, independent judgment, evaluation, complex problem solving with little supervision.
- This position requires final decisions and recommendations that routinely affect more than one department. Leadership in this position routinely affects the entire Association.

### **CANDIDATE QUALIFICATIONS**

- A minimum of 5-8 years of progressive leadership/management experience in a private member-owned community association, club or resort operation, preferably those with member boards and committee involvement AND preferably within a residential community setting including an array of recreation amenities.
- The Community Association 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 (including pro shop merchandising), maintenance standards and the successful engagement and growth of participation in programs and activities for members.
- Experience in evaluating 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 highly desirable, preferably in Community or Hospitality Management. In lieu of the degree, substantial community or hospitality experience will be considered.
- Must possess a valid driver license that will enable a transfer to a Florida driver license.
- Must be bondable.
- A CCM designation or similar accreditation outside of the Club industry is desirable. Additionally, either having a CAM license or obtaining one within six (6) months of commencing the role is required.

### **SALARY AND BENEFITS**

Salary is commensurate with qualifications and experience. The Community Association offers an excellent benefits package, along with the typical CMAA/CAI 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 Michael Murphy, President of the Board of Directors at Timber Pines Community Association,** and clearly articulate why you want to be considered for this position at this stage of your

career and why Timber Pines Community Association and the Spring Hill, FL area will be beneficial to both you and the Community Association if selected.

***You must apply for this role as soon as possible but no later than Monday, July 20, 2020.***

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

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

**“Last Name, First Name - Cover Letter – TPCA”**

(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 Holly Weiss: [holly@kkandw.com](mailto:holly@kkandw.com)

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