

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: TWINEAGLES NAPLES, FL

THE GENERAL MANAGER/COO OPPORTUNITY AT TWINEAGLES

The opening at TwinEagles (TE) is an excellent opportunity to help lead a club through Developer to Membership turnover of a club community, in one of the most desirable markets on the west coast of Florida. TwinEagles is a leading club community in an area that is home to some of the most widely recognized names in golf courses and communities.

The General Manager/Chief Operating Officer (GM/COO) position at TE is a tremendous opportunity for an individual who is passionate about leadership, team development, enhancing the TwinEagles 'brand,' building strong and engaged relationships with members and staff, and seeing this dynamic, demographically diverse residential community club continue to enhance its relevancy and position in its members' lives. Turnover of clubs to member ownership is an opportunity to further establish traditions, evaluate operations, create longer term strategic initiatives and create an even more positive positioning of the Club in its members' lives.

With amenities currently in place, TE is in a unique position in a crowded market of clubs---its smaller size allows it to be highly personalized in its approach, but its amenities rivals those of its much larger, and more expensive neighbors. TE, is known for its wide array of amenities and services and provides one of the best total values of club membership in the area. The new GM/COO will work with the Board to create a plan for updating many of those amenities now that several are nearly twenty years old. Knowledge of industry trends and the local market will be key factor for the role the new GM/COO plays in assisting the Board in this capital endeavor.

The new GM/COO will be an individual with exceptional and natural gravitas, a thoughtful and proactive style, and who can be an active "partner" with the Board as they collectively plan and execute a continued focus on presenting TwinEagles as the residential community club of choice in the area. Having strong presence, personal motivation and resourcefulness, a strong ability to gain the trust and confidence of members and staff during typically anxiety-filled times are all key attributes of the new GM/COO, who will have a tremendous opportunity to help shape the future and work with a Board that his highly desirous of having a leader who, in essence, is the CEO of TwinEagles!

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

ABOUT TWINEAGLES AND COMMUNITY

TwinEagles, established in 1999, is a private country club community set in the heart of Naples, Florida, which is a leading vacation and retirement destination for many of the country's most successful individuals. A premier destination and the crown jewel of Southwest Florida, Naples is known for its miles of gorgeous beaches, world class shopping and dining, amazing nature and parks, and challenging golf courses. It is also close to beautiful island sanctuaries and the tropical wilderness of the Florida Everglades.

Driving through the gates of TwinEagles you will see first-hand, 1,115 acres of unspoiled, natural tranquility. The club offers 2 Championship Golf Courses. The Talon, by Jack Nicklaus, has been home to the Chubb Classic (formerly the ACE Group Classic) for 12 years and is consistently ranked as one of the finest courses in Florida.

The Eagle Course, designed by Steve Smyers, was named “Best New US Private Course of The Year” by *Golf Magazine* and opened in 2011.

The Golf Academy at TwinEagles features one of the world’s best-known and most-respected golf instructors, Dr. Jim “Doc” Suttie. The teaching facilities consist of an expansive practice range, four pitching/putting greens and a golf-centric focus, which is the primary draw for most members of TE.

The 47,000 square foot clubhouse offers multiple dining spaces, expansive locker rooms, a large golf shop and overlooks the courses and range.

In addition to the stunning Clubhouse, TwinEagles members enjoy a sparkling newer community swimming pool that includes a large spa, zero-entry feature and an expansive sunning deck that overlooks a lake. There is also a poolside snack building with outdoor eating areas and an expansive Tiki bar.

The new 6,430 square foot fitness center is adjacent to the pool and includes men’s and women’s locker rooms and areas for aerobics and yoga, as well as an expansive fitness hall that house’s state-of-the-art equipment. Outside of the center there are Har-Tru tennis courts for day or night use.

TWINEAGLES BY THE NUMBERS

- At present, there are approximately: 572 Golf Members, 62 Social Members, and 25 Sports Members and 20 other members at present
- Dues – Golf Member: \$12,800 annually with No Initiation Fee
- 36 holes of golf supports nearly 50,000 rounds of golf annually
- Overall 2019 operating budget is approximately \$10.3M
- Food and beverage volume are estimated at \$1.2M for 2019 and is 100% ala carte
- The existing Golf Clubhouse is approximately 47,000 square feet
- 2 Har-Tru lighted tennis courts
- The existing fitness center is 6,430 square feet and houses an expansive fitness hall offering the latest in fitness technology
- The average age of members is 65 years and continuing to trend younger
- There are 9 Board Members on the initial Board, each serving three, two- or one-year terms
- Currently there are social, golf and strategic planning committees formed with the expectation for several others to become active as transition continues

TWINEAGLES WEB SITE: www.twineagles.com

GENERAL MANAGER/COO - POSITION OVERVIEW

The GM/COO will work very collaboratively with the Board of Directors of the Club and leading an initial group of member committees. The GM/COO will be looked upon as the “face” of TwinEagles and, in “partnership” with key volunteers, is a primary “visionary” to ensure that TE consistently executes at an exceptionally high level of personalized service, as well as establishing clearly defined roles and responsibilities for contributing constituencies and creating thoughtful SOPs in all areas of the operation. This “lead by example” GM/COO will be assuming the role of first-time leader for this established club recently turned over to membership. He or she 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 in Collier County, Florida.

Significant to the new GM/COO’s success is the ability to understanding the unique nature, likely through current or previous first-hand experience, of residential community clubs. Certainly, key to this success is “putting members first,” but recognizing that the foundation of staff support, mentorship, clear direction and “walking the talk” and “being present” in his/her natural and engaging style.

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 by all constituencies. Possessing the intellectual firepower to “hold your own in an environment populated with highly successful members with great expectations” is crucially important and may be achieved by approaching it with just the right amount of sophistication. “Paying attention to the details” of maintenance, SOPs, overall member experience, staff culture and other key areas of success is critical.

Establishing strategic and long-term plans for high level perpetuation of the Club is an experience helpful to the new GM/COO’s success, as is the natural ability and competency in being both an ‘architect’ and a ‘contractor’, so to speak, in both creating and executing to this goal. Helping to “manage change” associated with transition is a critical success factor of the new GM/COO. Being the proactive staff leader of the organization in this regard is hugely important. The Board recognizes that its long-term role after transition is to be strategic and policy making rather than “operational implementers”; they are highly desirous of the GM/COO acting in a capacity more similar to that of the “CEO of TwinEagles”, recognizing that appropriate checks and balances are established and followed.

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

- Being a naturally “positive, energized, aspirational” leader who understands the dynamics of a family-oriented club, and who can and has effectively led diverse age demographics to “harmonious and supportive enjoyment of their club.”
- Possess a deep knowledge in active club operations, with especially strong F & B skills, and a keen appreciation of the golf-centric nature of TE.
- Actively participating and “thought partnering” with the Board, Committees, and contributors to TE’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 instead.
- 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.
- Must have experience and skills in creating and implementing strategic plans; anticipating how the Club continues to evolve is important, as is being actively ‘networked’ in the industry to the point of being on the forefront of trends in clubs, communities, real estate, and economic cycles.
- Possessive of a strong record of selecting and developing talent in club senior leadership roles
- Financially astute and able to effectively guide a \$10M+ operation, likely to increase in overall revenues in the future once a plan for reinvestment and updating of amenities is in place and executed.
- A track record of results in governance/leadership partnership with active Member Boards.
- 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 TE to stay relevant and proactive for its members and staff.
- A record of success in a similar quality club that has a verifiable history of strong member satisfaction and support.
- A solid knowledge of the game of golf and recognizing of its importance to the overall success of TwinEagles.

INITIAL PRIORITIES OF THE NEW GM

With the expectation that the new GM/COO will commence his/her role in Spring 2019, the following priorities have been identified as recommended primary focus:

- Understand, embrace, and execute the Board’s vision and strategy, with conviction, passion and energy in a manner that clearly conveys high value back to the membership. Work in clear “partnership” with the Board while doing, keeping them actively abreast of results. Getting to know each of them personally, as well as all other contributing volunteers to TE’s success early in the position is a critical success factor.
- Ensuring that the various capital investment projects are thoughtfully planned, and thoroughly communicated to members for their education and support.
- Meet and sincerely interact with and engage as many members as possible, “*be present!*” Build trust whenever and wherever possible, schedule interactive times and follow up on details. “Be involved and in charge!”
- Spend time with the team, especially senior staff in all areas of operations, getting to know them, evaluating their abilities, and aspirations, ensuring that they and their respective teams have clear expectations and accountabilities in place.
- Develop a report to provide the Board with a thoughtful “State of the Club” analysis following ninety (90) days of overview and insight. This document will be part of the ‘roadmap’ to success, staff, plan, budget and other tactics and strategies for short and longer-term goals and should clearly spell out recommendations and opportunities to ensure “first class” delivery of a highly consistent member experience in all areas. The focus on the “First Class Experience at TE” expectation is critical, as is ensuring that it is seamless in its delivery in every department, all of which have complete reporting responsibility to the GM/COO.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of utmost importance to the membership and meeting a majority of members’ expectations in this area is a critical success factor. Service standards and consistent delivery thereof is an important area of focus.
- Review the Club’s organization chart and make thoughtful and well-reasoned recommendations to the Board for appropriate changes/additions, etc.

CANDIDATE QUALIFICATIONS

A minimum of 5-10 years of progressive leadership/management experience, preferably in a private member-owned country club residential community with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar hospitality operation. Having worked through a Developer to Member-ownership club transition is a very helpful experience.

Verifiable success in the key attributes noted above.

A demonstrable record of personal success, unimpeachable reputation, a hunger for “being the best,” recognizable and naturally articulate, because of experience and success, in communicating how and why results were achieved.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

Preferably, Bachelor’s Degree from a four-year university or college is highly desirable, with a preference for it to be in Hospitality Management or Professional Golf Management with a broader experience history.

Credentials from the hospitality and golf industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.

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, clearly articulating your “fit” with the profile and the above noted expectations and requirements is necessary.

Your letter should be addressed to Mr. Ron Filler, TwinEagles President, and clearly articulate why you want to be considered for this position at this stage of your career and why TwinEagles and the Naples area will likely be a “fit” to you, your family and the Club if selected.

Expressions of interest in this manner should be conveyed to our Firm no later than December 27th. Interviews will likely occur in late January with the successful candidate likely in place by late Spring 2019.

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”

(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.

For directions on how to upload your resume and cover letter [visit this page](#).

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

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

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