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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: BROKEN SOUND CLUB BOCA RATON, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT BROKEN SOUND CLUB

One of the most vibrant and forward-thinking clubs in South Florida, Broken Sound is a tremendous opportunity for an innovative, motivated, highly competent leader to succeed a highly regarded, long-tenured retiring GM/COO after his 18+ years at the Club. The Club has a wide array of amenities, two campuses and hosts the Boca Raton Championship event each year, which is part of the PGA Tour Championship three event Charles Schwab Cup Playoffs. Living and working in one of the most desirable areas in the country, Broken Sound is considered one of the handful of premier large clubs in Palm Beach County.

The Club is undergoing significant renovations of its clubhouse and supporting buildings and will reopen with a vibrant and expanded array of amenities, the new GM/COO will be an active leader in planning and execution of that event. There has been tremendous stability at Broken Sound over the years and the new GM/COO will be stepping into an environment that has been continuously innovative over the years with the expectation to continue. Having a natural propensity to be creative, energized, front facing and engaged are critical success factors for the new GM/COO, who will find that he/she will be coming into a very positive work environment.

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

BROKEN SOUND CLUB

In an area known for its high-end country club communities, Broken Sound Club is in a category of its own. With 27 separate villages comprising Broken Sound and located in the heart of Boca Raton, Florida Broken Sound Club is one of the most desirable, award-winning, sustainable, golf and country clubs in the Southeast.

Broken Sound provides members with two golf courses. The Old Course, located a short distance from the main campus and originally designed by Gene Bates, is soon to be updated by famed architect Rees Jones. The New Course at Broken Sound offers generous fairways, elevated greens and presents a challenging experience for golfers of all skill levels and offers an on-site golf academy, full-service golf shop in addition to specialized events and tournament. The Club was only the second golf facility in the U.S. and 14th in the world to be GEO Certified – the sustainability assurance of the international non-profit Golf Environment Organization and received Audubon Sanctuary Certification for both courses, reclaimed water for both golf courses and common areas, and established the first industrial composting project in Florida. Voted the top tennis community in the U.S. a few years ago, Broken Sound offers 23 Har Tru courts, renowned junior tennis academy and active league play.

The 38,000-square foot, LEED Certified Moonstone Spa & Fitness Center offers a full-line of spa and treatment services, salon and cafe and is near the state-of-the-art fitness center offering the latest in fitness equipment, along with scheduled group and private training sessions. A two-acre resort-style tranquil oasis features two pools and hot tub, and offers a children's slide pool, and splash pad area. The Kids Corner offers everything from after school academies to summer programs for a variety of sports and offers activities for all ages.

The active Broken Sound family lifestyle is focused around the main 100,000-square foot clubhouse which provides gourmet member dining and catering & banquet facilities. As noted above, the clubhouse is under a major renovation with expanded dining and other significant updates and enhancements, which will add approximately another 17,000 sq. ft. and is scheduled to reopen at the end of January 2022. Other projects

include tennis court refurbishment, a new pickleball facility, Old Course renovations, Old Course clubhouse renovations, possible parking lot renovation and expansion, virtual golf additions, a kid's playground and mini-golf course and improvements to the turf maintenance center.

BROKEN SOUND CLUB BY THE NUMBERS

- At present, there are approximately 1,516 members in all categories
- As of October 1st, the non-refundable Initiation Fee (Capital Contribution) for Sports and New Course Memberships is \$80,000, and \$90,000 for Old Course Membership (Note: Old Course Membership includes access to all amenities)
- Annual dues for Sports are \$14,422, for New Course is \$15,522 and for Old Course Membership \$19,972
- Approximately \$40.0M Gross revenues from all sources
- \$25M Dues volume
- Approximately \$6.0M F&B volume (pre-COVID)
- The Club uses the JONAS system for POS and accounting
- There are nearly 400 employees year-round (pre-COVID) with over 60 additional seasonally. Upwards of 90 staff are H2B temporary foreign workers.
- The Clubs hosts around 59,000 rounds of golf annually with little change during COVID.
- The Club is formed as a 501c7, not for Profit Florida corporation. The POA is managed separately from the Club and is not part of the GM/COO oversight other than strong communication and collaboration with the POA leadership.
- The Club has 11 Board Members each serving staggered three-year terms.
- There are several active Committees at Broken Sound including Audit, Finance, Fitness, Golf, Greens, Grievance, House and Social, Legal & Bylaws, Membership, Old Course, Pickleball, Tennis and Youth.
- The Club has a Service Charge of \$166 per month and a capital assessment charge for the current projects of \$194 per month, as well as a Capital Replacement Assessment which varies by membership category.
- Average age of members is 61 years of age and trending younger.

BROKEN SOUND CLUB WEB SITE: www.brokensoundclub.org (Note: Broken Sound is in the process of rebranding its website, logo and overall marketing and collateral materials)

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO functions in a CEO-like fashion, working most closely with the President, along with Board of Directors, Committees and coordinating with the Master Property Owners Association, which is not under the purview of this role (Broken Sound has a mandatory club membership, but two separate boards). The GM/COO is looked upon as the “innovator” of Broken Sound and is the primary “visionary” and protector of that thinking and approach, bringing with him/her a high level of creativity and fresh ideas to continue to maintain this status. Broken Sound Club has a predominately Jewish membership, and the new GM/COO must recognize and have a strong understanding of the culture of the Club, while balancing the evolving age and family demographics of membership.

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, as is understanding the economic diversity of its membership. Paying attention to the details of food and beverage operations, maintenance, SOPs, overall member experience, staff culture and other key areas of success is critical.

The significant amount of capital investment combined with an evolving membership demographics over the past few years (there have been more than 150 homes sold during COVID including more year-round residents, compared to a typical year of 60 – 80 sales) has helped evolve the culture of Broken Sound Club as it further establishes and cements its role as “the” preeminent active lifestyle club community in Palm Beach County.

Helping to “manage change” associated with these improvements and new members are critical success factors of the new GM/COO, as is managing change associated with other key, long term managers retiring as well. Being the proactive leader and continuity of the organization in this regard is hugely important.

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

- Being a naturally positive, energized, aspirational leader who understands the dynamics of an increasingly family-oriented club, and who can and has effectively led diverse age demographics to harmonious and supportive enjoyment of their club.
- Possessing a deep knowledge in active club operations, *with especially strong F & B skills.*
- Actively participating and “thought partnering” with the President, along with Board, Committees, and contributors to BSC’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.
- Being 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 being approachable and “down to earth.”
- Having 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.
- Possessing a strong record of selecting and developing talent in club senior leadership roles
- Having 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 BSC to stay relevant and proactive for its members and staff, looking to lead the way rather than follow.
- A record of success in a similar quality club or resort/hospitality environment that has a verifiable history of strong member satisfaction and support.

INITIAL PRIORITIES OF THE NEW GM

With the expectation that the new GM/COO will commence his/her role in late 2021 or early 2022, 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 BSC’s success early in the position is a critical success factor.
- With a fresh set of eyes, generating ideas, innovations and being a catalyst to leading in the forefront of new trends to ensure relevance and energy within the club and organization.
- 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.
- Thoughtful review of the Club’s current organizational chart with focus on marketing, communications and other potential changes with the retirement of long tenured key staff directors including the CFO and AGM.
- Ensuring that the various capital investment projects are completed as planned, and as importantly, that the opening and operation of each new or updated amenity is done in a thoughtful, success, highly planned and anticipated manner.
- 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.
- With his/her 'new set of eyes' 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 BSC" 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.

CANDIDATE QUALIFICATIONS

- A minimum of 7-10 years of progressive leadership/management experience preferably in a private member-owned country club, preferably within a residential community with significant, multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar dynamic, large-scale operation.
- Proven and verifiable leadership qualities and financial acuity, with a demonstrated ability to direct, coordinate and control all aspects of a busy, full service, actively evolving gated, multi-campus country club with nearly 400 staff members, as well as a \$40.0M+ operating and capital budget.
- Strong history of success and keen understanding of quality food and beverage operations, including recruitment, training, innovation and creativity, and strong service culture development. Additionally, a proven history of mentoring and developing key leaders is critical.
- Working and verifiable knowledge of strong procedural programming; the ability to define and institutionalize process and procedures (SOPs) on a consistent basis throughout BSC is very important, especially as new amenities are brought online, and existing amenities and programs are consistently evaluated and enhanced. Continued development and execution of Performance Standards and Performance Metrics is necessary.
- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.
- A true, confident, diplomatic and competent club or hospitality industry professional who recognizes the importance of accountability, and who has a strong history of verifiable success.
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.

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.
- A commitment to on-going and lifelong learning and networking has been a foundation for success in the incumbent GM/COO and is important to provide a verifiable history of such focus and effort.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA 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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Burt Bines, President, and the Search Committee at Broken Sound Club and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career and why Broken Sound Club and the Boca Raton, FL area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than Wednesday, October 20, 2021. Candidate selections will occur early November with first Interviews expected later that month and second interviews after Thanksgiving. The new candidate should assume his/her role in early 2022.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - **Broken Sound**”

(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

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