

KOPPLIN KUEBLER & WALLACE

## GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: HAMMOCK DUNES CLUB

**PALM COAST, FL**



## THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT HAMMOCK DUNES CLUB

Located in one of the most desirable areas in Florida, Hammock Dunes Club is directly on the Atlantic Ocean in Palm Coast which is conveniently located between St. Augustine and Daytona Beach. [\(Click here to view a location map.\)](#) The club is poised to be known as one of the most attractive clubs in the State due to its array of amenities, services, location, and overall value. The General Manager/Chief Operating Officer (GM/COO) role is an opportunity to be part of this Club moving to the next level of service delivery, strategic and master planning for the future and building on the strong foundation already in place.

The need is for a highly collaborative, approachable “culture builder” leader with the experience and talent to execute on the vision he/she creates with the Board, while also making Hammock Dunes a clear “employer of choice” in the greater Palm Coast community.

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

## ABOUT HAMMOCK DUNES CLUB

Hammock Dunes Club is a private oceanfront community located on Florida's Atlantic Coast in the beautiful city of Palm Coast, where ideal weather allows for year-round enjoyment. The Club offers an oasis of relaxation for its members and offers a host of amenities and activities to enhance the Club's oceanfront lifestyle. Hammock Dunes Club is located within 90 minutes of three major airports, 10 minutes of private airports, and Orlando's theme parks are just a short drive away.

Cornerstone to the Club's amenities are two outstanding championship, Audubon-certified golf courses. The Tom Fazio Links Course offers 18 relaxing holes with stunning oceanfront views, while the Rees Jones Creek Course meanders through 690 pristine acres of native oaks, palms, wetlands, and marsh. Both courses have excellent practice facilities.

Members have access to two private clubhouses. The Links Clubhouse is over 40,000 square feet and includes a resort-style heated pool and spa, fitness center, golf shop, and a variety of indoor and outdoor dining options, all overlooking the ocean. The informal, yet elegant low country-style Creek Clubhouse is nestled in a natural setting and includes a casual restaurant and bar, screened porch, and golf shop.

In addition to these offerings, the Club has five Har-Tru tennis courts and a new “Courthouse” building as the centerpiece to this area which also features four new pickleball courts. Additional to all these amenities are four bocce ball courts, two of which are oceanside. The Club is also home to one of the largest croquet groups in Florida, and features three exceptional croquet lawns, located oceanside, which host regular competitions.

Hammock Dunes Club has been recognized repeatedly as one of the world's top private golf country clubs. Annually, since 2013, it has been named a Distinguished Emerald Club of the World by an independent review board from Boardroom Magazine – one of only 38 private country clubs around the world to achieve this honor!

## HAMMOCK DUNES CLUB BY THE NUMBERS:

- The Club enjoys an annual operating budget of over \$10.0M
- F&B operations revenues are approximately \$2.6M with 90% coming from ala carte dining

- There are approximately 510 Full Members, 26 Sports Members and 178 Social Members
- Initiation fees are \$90,000 for Full Equity and \$50,000 for Regular, Non-Equity memberships
- Dues for a Full Member are \$14,584, for Sports \$12,157 and Social \$9,358 annually
- There are approximately 170 employees, nearly all year round
- The average age of members is approximately 64.
- There is a total of 9 Board Members, each serving three-year staggered terms.
- There are 11 standing committees: Admissions, Audit/Finance, House, Food & Beverage, Golf, Greens, Sports, Strategic Planning, Communications, Nominating, and Legal.
- At present, there are ten direct reports to the GM/COO including: DOG (currently vacant), DGCM, Membership Director, Sports Director, CFO, Executive Chef, Clubhouse Manager, Racquet Sports Director, Chief Engineer and Director of Membership Sales
- In 2022, the Club is planning to add 2 pickleball courts and undertake a Links Course range enhancement. In 2023, a Creek course renovation is planned to include new irrigation and modifications from Rees Jones. No assessment is planned for these improvements.
- The Club is organized as an 1120 not for profit corporation.
- Approximately 41,000 rounds of golf are played on the two courses.
- The Club uses Northstar for its POS and accounting systems.

**HAMMOCK DUNES CLUB WEB SITE:** [www.hammockdunesclub.com](http://www.hammockdunesclub.com)

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

The GM/COO of Hammock Dunes Club reports directly to the Club President and Board of Directors and manages all aspects of the club's operations. He/she coordinates and administers the club's policies as defined by the Board of Directors, develops operating policies and procedures, and directs the day-to-day work of all departments to include golf operations, course maintenance, member services, food and beverage, fitness, racquet and croquet sports, facilities maintenance, accounting / budgeting and human resources, as well as being actively involved in membership marketing efforts. Specific emphasis in delivering the highest quality standards to enhance the experience for members and their guests.

The GM/COO is expected to be a consummate and respectful professional in terms of transparency, honesty, straightforwardness, integrity, accountability, leadership, and dedication. He/She "must be able to inspire and motivate a strong team at HDC, earn the respect of the members and employees as well as the community at large." Gaining and maintaining the trust and confidence of these constituencies is a critical success factor at HDC.

Hammock Dunes Club is a busy and multi-faceted operation that requires significant administrative and organizational skills and possessing strong financial acuity is important, as is the ability to analyze and convey important financial information and expectations to various Committees, the Board and the leadership team succinctly and concisely. Having the ability of creating a culture of "continuous evolution to excellence" in all that is done and provided (service, programming, amenities, etc.) is a key attribute necessary for success and needs to be a strong priority.

Communication, while clearly important at all clubs, is of utmost importance at HDC. The GM/COO must be comfortable and effective in being able to communicate with all levels of staff, with the varying demographics of the membership, with outside vendors and community leaders, and in both one on one and large group settings. Exceptional personal presentation and writing skills are critical in this role as is a sincere and natural front facing, approachable style. Collaborating with the Board, Committees and Senior Staff, the GM/COO must be focused on ensuring that the Club's vision is relevant, topical, and well-constructed, and that all involved know their accountabilities.

## **KEY PRIORITIES**

Anticipating an early Spring 2022 start, initial priorities for the new GM/COO are expected to include:

- Spend considerable time with the Board, Members and Staff to "listen and understand the culture and history of HDC" before making any significant changes. Be available, approachable, interactive and "present".

- Evaluate the overall service experience, especially in food and beverage operations and golf operations, collaborating on a 'game plan' for quick enhancements. Determining and executing a plan for continuing to enhance the overall service culture and experience is a critical success factor for the new GM/COO.
- "Pay attention to details" around the Club --- physical plant, SOPs, presentation of all things HDC, as well as programming, activities, etc. Working with the senior staff, create enhancement strategies for all areas, keeping the Board well informed of what and why. Ultimately, create a "sense of urgency" within the team centered around the member experience delivery and a default to "yes" when reasonably possible.
- Review and enhance or install appropriate and necessary performance management standards including clearly defined SOPs, key evaluation metrics, and necessary goals and objectives, ensuring that the Team responsible for each understands their responsibilities and accountabilities.
- Consider the current organizational chart, including strong focus on the human resources and communications areas, and make a recommendation to the Board for any changes or enhancements after fully evaluating.
- Review current practices for staff recruitment, retention and overall development/training strategies, and working with the Team develop a plan for enhancement in each area as appropriate.
- Evaluate the employee strengths/weaknesses, communicate your vision and strategy to each employee's role in achieving individual, collective and overall Club goals. Strategically map a plan to further develop a dedicated and talented professional team ensuring high morale and staff satisfaction, ultimately translating into high member and guest satisfaction. The Club wants a GM/COO who can create and sustain a mentorship culture that provides a consistent execution of the philosophy of "treat members like guests and guests like members" by the staff
- Create a "State of the Club" report to the Board after ninety (90) days of evaluation and observation, providing them with keen insights and recommendations regarding procedures, staffing, programming and other key processes within HDC.

## CANDIDATE QUALIFICATIONS

The ideal and outstanding candidate will:

- Be a highly energetic individual with a proven track record as a general manager and a passion for service excellence in all facets of club operations providing innovative leadership and sound guidance to club membership and staff.
- As noted, have the verifiable history and ability to *attract, hire, mentor, develop and lead* a high performing team of professionals ensuring that they continue to function as one team, rather than individual departments, while setting and maintaining standards of performance appropriate to perpetuating the Club's strategic vision. This is especially important due to the spread of key amenities and personnel over a multi-campus property.
- Be a disciplined, inspirational and visionary leader who can impart an appropriate culture of consistent, quality service and attention to detail. Someone who is "hands on," but who works strategically and can clearly communicate his/her strategy and expectations to the team for whom he/she is a natural mentor.
- Have a minimum of 10 years of progressive leadership/management experience in a private member-owned private club or high-end resort operation, preferably those with member boards and committee involvement.
- Is expected to be a "consummate hospitality professional" with a "servant's heart" and strong operational management skills, who, in collaboration with the Board, Member Committees and Senior Staff can define and strategically execute plans to ensure the Hammock Dunes Club is viewed as one of the premier clubs on the Atlantic coast and beyond.
- Possess a strong history of success and keen understanding of quality food and beverage operations, golf operations excellence, mentoring, strategic planning, innovation and creativity, and strong service culture development.
- Have demonstrated ability to attract, hire, develop and engage a high-performing cross-functional team, all focused on a "continuous evolution to excellence" in all that they do, with a strong focus on building and maintaining a strong 'employer of choice' delivery in all areas. Critical to this outcome is ensuring a highly collaborative leadership team, armed with clear goals and accountabilities, but supported by a strong advocate for their individual and group success.
- Exhibit financial and budgeting acumen with prior P&L responsibility, as well as a true understanding of the balance sheet, member equity, capital reserve strategies and cash flow.

- Have had prior involvement in conceptualizing, developing, coordinating and executing capital projects of some magnitude, including gaining member and staff support and understanding current trends and member/staff expectations. Staying relevant and ahead of changing demographic expectations as it relates to services, programming and amenities will continue to be of high importance at HDC
- Be a creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word and confidently puts forth recommendations to the Board and Staff; a true “thought partner” with the Board and Committees to the long-term success of HDC.

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

- Preferably, a college graduate with a bachelor’s degree in Hospitality Management, Business, Finance or similar with above noted experience.
- CCM certification or similar credentials are preferred, yet not required.

#### **CLUB COVID REQUIREMENTS**

This club does not require staff to be fully vaccinated as a provision of employment.

#### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers a bonus and benefit package.

#### **INSTRUCTIONS ON HOW TO APPLY**

You must apply for this role as soon as possible but no later than January 25, 2022. Candidate selections will occur in February with first Interviews expected in mid-February and second interviews a short time later. The new candidate should assume the role in early Spring 2022.

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 Mr. John Mitchell, Search Chairman and Hammock Dunes Club Search Committee** and clearly articulate why you want to be considered for this position at this stage of your career and why Hammock Dunes Club and the Palm Coast, FL area will be beneficial to you, your family, your career, and the Club if selected.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – **Hammock Dunes**”

(These documents MUST 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)

#### **Search Executives:**

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