

## Candidate Profile

General Manager/COO  
Kelly Greens Golf & Country Club  
Fort Meyers, Florida 33908  
[www.kellygreens.com](http://www.kellygreens.com)



### Organization

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Kelly Greens Golf & Country Club is a private, bundled community in Fort Myers, Florida and is close to the Gulf beaches and Sanibel-Captiva Island. The private gated community began development in 1987 and currently consists of 900+ residences comprised of single - family homes and various models of condos. Kelly Greens is a bundled community and therefore, financially sound.

*Mission Statement:* Kelly Greens is a private bundled golf and tennis country club community with a dedicated management team, professional staff, and friendly members. The club provides facilities, amenities, and events that support an active casual, enjoyable, and healthy lifestyle. An Ideal location and strong financial history add to its attractiveness.

*Vision Statement:* Kelly Greens will continue to improve and add relevant amenities and preeminent services that help promote the wellness and enjoyment of its members. The club will also protect its infrastructure and maintain its strong financial position. These actions will benefit members and grow the value of their investments. By 2025, Kelly Greens will be the preferred bundled community in Lee Country evidenced by the growth of its property.

*Core Values:* Act with honesty and integrity in all we do. Treat all with dignity, respect, compassion, and friendliness. Demonstrate a strong commitment to diversity and inclusion. Strive for continuous improvement in quality and value.

Kelly Greens has 939 doors, and because they are bundled, all 939 homeowners are Club members. The Gross dollar volume for the club is \$7.4 million.

The centerpiece of the Kelly Greens Community is a Par 72 recently renovated championship golf course designed by architect Gordon Lewis. Annual rounds are 42,000. Most residences have views of the beautifully maintained course. It offers a fair challenge to golfers at all skill levels. Six sets of tees modify the course length from 4,510 to 6,812 yards. This design adjusts the level of difficulty, so the layout is enjoyable for men, women or novices yet challenging for the low handicap and professional golfer. Facilities also include a full practice range with over 20 grass hitting stations, a short game practice area and an 8,000 square foot putting green.

Other Club amenities include four tournament level tennis courts, a fitness center, pool, and activities center. The food and beverage facilities consist of a 200 seat, full-service restaurant, a new outdoor 60 seat patio, lounge and bar, grill room, and private dining rooms. The entire space can be opened to 60 seat 250 people to host large meetings and events.

### Position Description

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The General Manager/ Chief Operating Officer reports to the President, Board of Directors, Kelly Greens Master Association and serves in the capacity of the Chief Operating Officer of Kelly Greens Master Association. The GM/COO will need to be a visible and accessible leader to both the members and staff alike. The ideal candidate will have impeccable integrity and promote trust as he or she guides all Club operations under the direction of the Board of Directors. The General Manager/COO will have a positive attitude, approachable personality, and demonstrate outstanding work ethic. He or she will be a leader, mentor and liaison between all department heads and committees and understand its importance.

The General Manager/COO will have the necessary management skill to quickly assess, develop and execute planned adjustments and goals for the current Club operations. This assessment includes a review of all operating practices with the focus on providing relevant programming to engage the membership with the overriding objective of delivering outstanding member experience. The ideal candidate will be a proven leader whose executive presence will guide the Club as a progressive thinker with a strategic vision.

The General Manager/COO will have proficiency in reviewing and interpreting financial results and will have a proven competency in club business administrative functions. The key role of the General Manager/COO is to provide cohesive and collaborative leadership, build consensus, and provide guidance as a coach to develop the staff.

#### Liaison to Club Committees:

- Strategic Planning
- Marketing & Communication
- Common Grounds & Landscaping
- Nominating
- Violation
- Golf
- Tennis
- Handicap
- Greens
- Risk Management
- Architectural & Engineering
- Lakes

#### Direct Reports Include:

- Executive Assistant to the GM
- Executive Chef
- Chief Financial Officer/Controller
- Food & Beverage Manager
- Activities Director
- Controller
- Facilities Manager
- Director of Tennis
- Head Golf Professional
- Golf Course Superintendent

## Responsibilities

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- Provides quality leadership and a positive upbeat image for the Club, the Kelly Greens Community, and its amenities to provide members with premier service and products.
- Is aware at all times of what is happening within the Club and the entire Kelly Greens community; Develops ongoing dialogue and rapport with the Board, members and Club employees through recognition, communication and follow through.
- Assures the smooth, efficient daily operation of the Club and the community to provide the members and guests with a quality environment.
- Cooperates with the Board and members; Advises and furthers the goals of the Club and the organizational structure.
- Is responsible for and has authority and control of all the Club's administration and operations.
- When necessary, consults with the Board regarding policy changes in the operations of each department, suggests changes and if approved, directs the implementation of such changes.
- Interviews, appraises, and exercises final approval pertaining to the hiring of all department heads, professional staff, and regular staff. The General Manager has the authority to discipline and/or discharge any employee or contracted professional of the Club. In the case of discharging a Department Manager, if the circumstances allow, the General Manager will, prior to action, first notify the Club's Board President.
- Provides for the training and further development of all department heads and other personnel. Instills the concept of team management in all employees.
- Develops and provides detailed job descriptions and annual performance reviews for the Club's department heads.

- Fosters an environment that consistently delivers exceptional member experience.
- Consults with the Club's law firm regarding any legal matters, contracts, employment policies, contentious employee disciplinary matters, and terminations.
- Reviews operational rules and regulations and approve directives written by department heads.
- Oversees a top-flight food and beverage operation with appealing and properly priced menus while featuring excellent service.
- Provides input to all department heads, professional staff, and key personnel. Projects and develops budgets, capital spending plans, fiscal controls, employee programs and operational guidelines.
- Develops and implements audit controls and cost-effective procedures relating to Club expenditures, inventories and supplies to prevent fraud or theft of Club property.
- Approves and signs all contracts authorized by the Board, following review by the Club's legal counsel, accounts payable and labor cost payouts while maintaining them within the constraints of the budget and through close coordination with the Club's Treasurer.
- Assures satisfactory communications between the Club's members and employees.
- Addresses and resolves all member complaints and suggestions, as warranted, for every department of the Club.
- Meets with new members to provide orientation regarding the Club's facilities and activities and an introduction to the Club's key staff members.
- Takes the lead in establishing and maintaining good civic relationships with neighboring businesses and organizations.
- Responsible for the general care, maintenance and upkeep of the physical plant and facilities ensuring that appropriate funds are available.
- Delegates the appropriate authority to department heads while remaining responsible for all the Club's operations and making those operational changes she deems necessary for the Club's successful operation.
- Attends the Club's Board meetings, annual meeting, any special membership meetings, and various committee meetings. Arranges for the proper minutes to be maintained for Board meetings and for all the committee meetings.
- Keeps the Board informed of all significant, or potentially significant, operating matters and problem areas of the Club and the Kelly Greens community.
- Furthers his/her own continued development as a club management professional by participation in appropriate seminars and conferences, thereby enhancing the value and quality of her services to the Club.
- Notifies the Board of any circumstance, dispute or disagreement which may result in or lead to litigation.
- Interacts as necessary with all Kelly Greens Homeowner Associations, Condominium Associations, Community Associations, and maintains a strong relationship with the President's Association.
- Leads an orientation program for new Master Board members.
- Is responsible for implementing processes, procedures, and enforcing rules and policies to ensure the safety of members, staff, and guests.
- As the Club's Chief Operating Officer, the General Manager is responsible for promoting the Club and the community and for disseminating hospitality, friendliness and goodwill among all members and guests.

## Requirements

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- Bachelor's Degree in hospitality or similar degree from an accredited University/College is required. Cam Certification. Must have knowledge of Florida statutes 720 & 718.
- Equivalent experience at the senior management level of all aspects of organization practices and operations is required.
- A minimum of three to five years of directly related experience in a community club of comparable size and complexity with a proven track record of strong people and community orientation.
- Familiar with golf and grounds maintenance, fitness centers, swimming pools, food and beverage, and other such amenities.
- A CCM certification is desirable and CCE certification is a further plus.

- Experience with capital improvement projects.
- Demonstrated long and short-term planning programs.
- Working knowledge of Human Resource issues.
- Excellent communication skills required including writing, speaking, and making presentations.
- Strong working knowledge of club accounting systems.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and drug testing and must have an excellent credit record.
- Embraces a willingness to embrace change and celebrate results.

## Member Expectation

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- Realizes operational excellence.
- Embodies a talent mindset.
- Leads from the front.
- Promotes Kelly Greens as the “Place You Want to Be.”
- Sets direction.
- Exuberates learning agility.

## Compensation and Benefits

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Kelly Greens Golf & Country Club will offer an attractive and competitive compensation and benefits package to include:

- A base salary and annual performance bonus.
- Dental, Vision, Basic Life & ADD & D insurance, Individual and family health Insurance
- Participation in the Club's 401 K Plan.
- Budgeted allowance for continuing professional development through CMAA and other approved organizations

Professionals who meet or exceed the established criteria are encouraged to contact:

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