

# KOPPLIN KUEBLER & WALLACE

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## GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE:

**LOBLOLLY  
HOBE SOUND, FL**

### THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT LOBLOLLY

One of the most highly regarded smaller membership residential club communities in the crowded South Florida market, Loblolly has an exemplary reputation as a great golf experience combined with an outstanding array of amenities and services, delivered in a highly personalized manner. The new GM/COO at Loblolly will oversee the clubs (golf and yacht clubs), the POAs, realty operations and essentially all supporting services of this nearly 300-member club and community.

Loblolly has an excellent history of stability within its leadership ranks with just two GM/COOs, two Directors of Golf and two Golf Course Superintendents in its 34-year history.

This is an outstanding opportunity for a true hospitality leader who is naturally front facing and interactive in a positive, gracious, and inspirational manner, being the exemplar of Loblolly's unpretentious, laid-back, but highly service-oriented personalized culture. Moreover, the opportunity allows one to live and work in one of the most desirable areas in the country and certainly within the State of Florida!

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

### LOBLOLLY AND THE AREA

Loblolly, a private club, and community was founded by several young couples from Chicago and Philadelphia who shared a passion for family, friends, and a healthy lifestyle.

The evolution of the Club was a thoughtful process. Taking the love of sports and family as their foundation, the original members also established the character of Loblolly -- family-oriented, unpretentious, gracious, hospitable, and fun! The founders began with the Loblolly Bay Yacht Club and Marina where they could enjoy boating, swimming, sport fishing, and a pristine beach. The Club's appeal was far-reaching, with new members from many cities. Their enthusiasm for the game of golf led to the opening of Loblolly Pines Golf Club across the road.

The two clubs were then merged in 2000 to create the 275-member-owned Club that now simply called Loblolly. Because the clubs were established at different times, as separate entities, Loblolly's members enjoy amenities unusual in scope for a club of its size. An invitation only membership ensures those joining the Loblolly family will be of similar ideals and values, helping to perpetuate the way of life that makes the Club and community so special.

Pete and P.B. Dye originally designed Loblolly to challenge golfers of all skill levels. Loblolly is recognized as one of the top courses in Florida with surprising changes in topography seldom found in a coastal setting. Respect for the game's traditions shapes the golf program at Loblolly, beginning with an outstanding caddie program and extending through a full season of tournaments for members and guests.

The classic and elegant Clubhouse with its many terraces, and expansive vistas is a gathering place for special functions and events. The Clubhouse offers morning coffee, weekend breakfast, poolside lunch, an afternoon cocktail or spirited dinner with friends and family. The Yacht Club, renovated a few years ago, offers ever changing menus featuring a selection of fine wines and fresh seafood.

The tennis program offers a complete schedule for players of all levels, and a full tournament and clinic calendar on ten Har-Tru courts. Two separate pools compliment Loblolly's recreational amenities.

The Marina and Yacht Club are nestled in a natural inlet on the Intracoastal Waterway, surrounded by lush mangroves and adjacent to the Hobe Sound Wildlife Refuge. Members enjoy many recreational water sports and activities. At the community's eastern edge, the 79 slip, deep-water marina offers dockage on a seasonal or annual basis for yachts up to 100 feet.

A full-service Spa with an extensive menu of services is situated at the Clubhouse and features five private treatment rooms, steam showers and a separate nail salon. Loblolly's state-of-the-art Fitness Center is equipped for aerobics, strength training, stretching and physical therapy.

Finally, Loblolly is located on Florida's southeastern coast in beautiful Hobe Sound on the Intracoastal Waterway. This convenient location is just north of Jupiter Island and Palm Beach, and south of Stuart in Martin County and, the Palm Beach International Airport only 40 minutes away.

## **LOBLOLLY BY THE NUMBERS**

These numbers are for the Club only; additionally, there are various POAs, Community Services, Marina, Security, Loblolly Realty, and the Loblolly Foundation operations overseen by this role, each with much smaller operating budgets.

- At present, there are approximately 300 members in all categories
- Initiation Fee - \$170,000, non-refundable
- Dues – Full Member: \$21,244 plus POA fees
- Approximately 18,000 rounds of golf annually
- There is an \$2,500 capital assessment annually
- Overall revenues at Loblolly are approximately \$8.5M for club operations
- Food and beverage volume is approximately \$1.7M, with most of that from ala carte dining
- Full-time/seasonal employees at peak season: 125 (91 FTE) with 60+ seasonally
- The Club uses the JONAS system for POS and accounting
- There are 10 Board Members each serving staggered three-year terms
- One board controls all aspects of the community: golf, tennis, fitness, HOA, security
- Average age of Members is 72 years with a trend younger over the past 18 months
- Committees for the Club include: Audit, Book Group, Bridge, Building & Grounds, COVID Advisory, Finance, Fitness & Spa, Golf, Golf Course Architectural Review, Green & Audubon, House, Insurance, Library, Foundation, Membership, Speakers Forum, Strategic Planning, Tennis, and Waterfront.
- The Club is organized as a 501(c)(7) organization

**LOBLOLLY WEBSITE:** [www.loblollyinfo.com](http://www.loblollyinfo.com)

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

The GM/COO at Loblolly has full responsibility for all aspects of operations of the Club and Community, effectively managing all resources and reporting to the President and the Board of Directors and is expected to be the embodiment of an “exceptional member-centric experience” representative of the above noted culture and style of Loblolly. The GM/COO will lead the management team, many of whom have years of tenure at the Club, for all operating entities of the Club and Community, and be representative of modern management “best service” practices, while promoting a positive, engaging, responsive, “team based” and highly competent service culture in all operations.

He/she is expected be an interactive thought partner with the Board and Committees, working closely with both groups as they collectively make decisions and set strategic direction for the long-term well-being of the residents and membership. Like many club communities, Loblolly has new, younger members over the past few years and the balancing of tradition with relevance to today's new member needs and expectations is a critical success factor.

Supporting and effectively working with many committees, who are important part of the history and Loblolly's success, is a necessary and important skill set. The Club is currently working on a significant master plan that will result in a multi-million-dollar renovation of the golf course, various facilities, and the marina in the next 2+ years; being an active contributor to the conceptual needs, design, build and post-construction success will be a significant part of the new GM/COO's focus.

The successful new GM/COO at Loblolly will need to possess especially strong skills in "mentoring" and "holding accountable" senior staff and a group of meaningfully engaged and well-regarded employees who are looking for that type of leadership as well. Residents and membership have a high regard for its staff, but recognizes that the enhanced continuance of an energized, well-trained, committed team is critical for continued success. A sincerely engaged, personally invested, and unpretentious instinctual style is particularly important for one's success at Loblolly.

Current direct reports include Assistant GM, Real Estate Broker, Property Manager, Chief of Security, F & B Director, Executive Chef, Director of Golf, Golf Course Superintendent, Facilities Director, Waterfront Director, Tennis Professional, Spa Manager, Fitness Director, Director of Communications, and CFO. A thoughtful analysis of the structure and reporting lines of the organizational chart is desired as part of the new GM/COO early goals.

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

- Honesty, straightforwardness, integrity, accountability, leadership and dedication. He/she should be able to inspire and motivate others, earn the respect of the members, employees, and the community at large.
- Eminently professional in all that he/she does and with a "servant leader heart" and "gravitas" that is naturally attractive to cause staff to support and members happy and engaged.
- Possessive of the natural "art of seeing something..." and then executing a plan to improve, add, eliminate or rally for whatever it is; essentially being naturally "aware", "proactive" and with "an eye for details."
- Being creative, innovative and mission oriented; anticipating how the Club and Community 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.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say "no" when appropriate without alienating members or staff while doing so. Confidence balanced with appropriate humility is critical.
- Actively participating and "thought partnering" with the Board, Committees, and contributors to Loblolly's success.
- Proactively leading the "Team" of highly qualified and (many) long tenured Senior Staff with a highly transparent and uplifting style. Someone who naturally causes all members of the Team to recognize and support a "One Loblolly" mindset that delivers on a seamless and comfortable member and guest experience.
- Being innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Possessive of a sense of "Quality Consciousness" with respect to every part of Loblolly's operations and be very visible, as well as naturally open, engaging, and approachable to the membership and staff.
- Understanding that this is a unique and diverse operation that combines traditional elements of club management with a true homeowner's association that requires an even higher level of empathy, authenticity, and responsiveness.
- Proven team building leadership qualities are desired with demonstrated ability to plan, direct, coordinate, facilitate and manage all facets of a full-service community.

Some of the broader management and leadership functions and responsibilities of the role include:

- Coordinating and administering the Club and Community's policies as defined by Board of Directors.
- Specific responsibilities include financial planning and control, property management and residential services, food and beverage operations, golf operations, tennis operations, marina, fitness/wellness, realty operations, security, and overall association management. Strong leadership and skills in establishing consistently high levels of execution are critical, especially within the F & B operation, and ensuring the highest standards are consistently met for food, beverage, sports and recreation, and social activities.

- The Board and membership have made a commitment and established the expectation of having the finest residential community of its kind in southeast Florida and the person selected will assume responsibility for achieving and maintaining this goal.
- The new GM/COO should be “confident yet humble and an astute listener with a bias for action.” He or she must also have the ability to engage in a meaningful fashion with both the members and the employees (beyond the board) to execute on day to day operations and ensure that the long-term strategy is attained. The ideal candidate must also demonstrate flexibility and a strong interest in challenging existing practices; always possessive of a mindset beyond “this is the way we have always done it” will help to ensure a consistent evolution to excellence within all Loblolly activities and functional areas.
- A financial aptitude commensurate with executive duties within a multimillion dollar operation.
- Ability to review revenues and costs, taking corrective action as necessary, implementing and monitoring all Club and Community financials, while assuming responsibility of accuracy, timely review, and accountability for the overall adherence.
- Developing and leading a top-quality proficient management team to drive business results, operate each functioning department within established guidelines, actively coaching, instilling team accountability, and rewarding successes.
- Managing the development of the Club and Community’s strategic and annual business plans.
- Developing, maintaining and administering a sound organizational plan; initiating improvements as necessary in conjunction with Human Resources as it relates to personnel.
- Serving as the “Behavior Model” for direct reports and all levels of employees.
- Securing positive strategic networking opportunities within the industry via associations or affiliates as reasonable to further elevate Loblolly’s “brand” and ensure forward thinking and trend awareness.
- Actively interacting and fostering a feeling of “belonging” within the community to enhance the prestige of Loblolly, broadening the scope of Loblolly’s public obligations as a participating community member through its Foundation and other means.
- Leading, developing, participating, and supporting organizational efforts to achieve strategic goals as established for marketing of the Community.

### **CANDIDATE QUALIFICATIONS**

Ideally, a minimum of 7 - 10 years of progressive leadership/top level general management experience in (preferably) a private member-owned residential country club, with significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a strong GM/COO model and taking “ownership,” accountability and responsibility while doing so are verifiably necessary traits and experiences. The Club will consider well-mentored AGMs from similar operations, or iconic or nationally recognized club operations where strong mentoring has occurred.

### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A BS or BA degree from an accredited college or university, preferably in business or hospitality management.
- A CCM and CCE designation or similar accreditation outside of the club industry is desirable.

### **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 in your LinkedIn Profile.

**Prepare a thoughtful cover letter addressed to Mr. Skip Gingres, Search Chairman and the Loblolly Search Committee** and clearly articulate your alignment with this role and how you align with this position at this stage of your career and why Loblolly and the Hobe Sound, 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, September 1, 2021. Candidate selections will mid-September with first Interviews expected later that month and a final selection by early October. The new candidate should assume his/her role as soon as reasonable following selection, understanding that appropriate notice and transition must occur.***

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - Loblolly”

(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](mailto:patty@kkandw.com)

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