

**GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE:
MARINER SANDS COUNTRY CLUB
STUART, FL**

GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT MARINER SANDS COUNTRY CLUB

One of the early gated residential club communities in southern Martin County, Mariner Sands Country Club (MSCC) has long been admired for its quality of membership and stability of leadership. We are searching for a new General Manager/Chief Operating Officer (GM/COO), only the third one in over 22 years, to bring energized, interactive, front facing leadership to the Team and to be actively involved with the Board and Committees as the Club continues its significant capital reinvestment in amenities. The master plan for MSCC has seen a wonderful transformation of the golf courses, pool and casual dining complex, fitness/spa, other amenities, with much more including a new clubhouse beginning in 2023.

MSCC is looking to hire a strong, professional, intuitive leader who can inspire and manage the staff to accomplish the goals set forth by management and the Board. He or she must have impressive financial competency and be able to stay focused on budgets and the Club's strategic plans, including successful transition and reopening planning for the new and magnificent clubhouse, which is expected to be a significant additional 'game changer' and major enhancement to the member experience. Further, they expect a GM/COO who can continue to raise the bar on overall member and staff experiences, ensuring that MSCC is viewed as one of the most desirable club communities in South Florida. The GM/COO oversees both the Club and the Community at Mariner Sands.

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

MARINER SANDS COUNTRY CLUB, COMMUNITY AND LOCAL AREA

Mariner Sands is a gated private country club community in Stuart, Florida. It features two championship 18-hole golf courses with real estate that spans over 880 acres of land featuring beautiful homes with golf course and lake views. Club amenities include a clubhouse with world-class dining, two golf practice facilities and driving range, nine Har-Tru tennis courts, an expanded pickleball facility, a newly renovated pro shop, community swimming pool featuring the Sand Bar Café, state-of-the-art fitness center and spa, croquet, bocce, chapel and two dog parks on site. The year-round social and club calendar makes Mariner Sands Country Club the perfect choice for active professionals and retirees.

Mariner Sands has also recently completed a renovation of the Tom Fazio designed Gold Course, one of the club's two championship tracks. The improvements included enlarged greens, improved fairways, new and redesigned bunkers, new rock-wall bulkheads, and newly styled timber bridges. The Blue Course is currently under renovation and will be reopened in Fall 2022. Additionally, the last piece of Mariner Sands capital improvement plan that started in 2015 is the building of a new clubhouse. The new clubhouse design has been approved and the financial plan is in place and members voted to proceed with the project. Construction will start next summer with expected completion in 2024.

Beyond the many amenities of the club, Mariner Sands is neighbor to other attractions just beyond the gates. The beautiful beaches of Jupiter Island are minutes away. Marinas in nearby Port Salerno offer boat and dock rentals, sport fishing and other marine services. Famous for its fishing, boating, beaches and casual vibe, Stuart, is also admired for its historic downtown on the St. Lucie River. Restaurants, local craft breweries and quaint shops abound in pedestrian-friendly Stuart, and headline cultural performances are offered by Stuart's Lyric Theatre.

Shopping and cultural attractions in Palm Beach County are an easy drive south and include the Gardens Mall in Palm Beach Gardens, the Kravis Center for the Performing Arts in West Palm Beach, and the Maltz Theatre in Jupiter. In addition, Major League Baseball spring training is a short drive both north and south. The New York Mets play at Traditions Field in Port St. Lucie and the St. Louis Cardinals and Miami Marlins in Jupiter at Roger Dean Stadium.

MARINER SANDS CHARITY CLASSIC AND CHARITY WEEK

Philanthropy began nearly immediately after the opening of Mariner Sands when a tournament that featured several PGA Tour senior players evolved into a members' event that raised money to help build Martin Memorial Hospital South. The event – now known as the Mariner Sands Charity Week – continues to raise money for various area charities.

Mariner Sands Charity Week was created in 2012 by the joining of the fund-raising efforts of Operation Outreach and the Mariner Sands Classic. It is an independent organization of club member volunteers and endorsed by the Mariner Sands Board of Governors annually.

Its mission is to provide support to charities that serve people in need of food, clothing, or a roof over their heads and focus on the charities that also provide counseling to help disadvantaged neighbors become self-sustaining. To date over \$4M has been raised and provided to those in need.

The Mariner Sands Foundation is independent from and endorsed by the Board of Governors. Amongst other things, it provides community and financial assistance to employees and their families. Over the years, the Foundation has raised over \$1,150,000 toward this effort and illustrates the commitment the membership has to address this need and reflects their generosity and support.

MARINER SANDS COUNTRY CLUB BY THE NUMBERS:

- The Initiation fee is \$30,000 for Social Members, plus another \$50,000 for Golf Members
- \$13,215 Property Owners Amenity Fee, in addition to various other Club dues depending on category including \$11,390 for Golf Family dues (Note: capital charges are included in these dues numbers)
- There are 771 Property Owners with another approximately 70 in non-resident categories
- Approximately \$13.2M Annual dues, including both Club and POA
- Approximately \$16.8 Total Revenue from all sources
- Approximately \$2.6M F&B Revenue (79% ala carte/21% catering)
- Approximately 125 Employees (FTE) year-round with several additional seasonal staff members including 14 – 20 H2B temporary workers for a total approaching 170
- There are 9 Board members, each serving 3-year terms
- 66 is the average age of membership
- The Club uses ClubEssentials for its POS, accounting and website
- There are approximately 42,000 rounds of golf played annually on the Club's 36 holes
- The Club and Community are organized as an 1120 corporation under Florida code section 277

MARINER SANDS COUNTRY CLUB WEBSITE: www.marinersands.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The Board desires a GM/COO who functions in a proactive, highly engaging fashion, working very closely with the Board of Governors, and actively involved with several Club committees. The GM/COO will be looked upon as the “face” of Mariner Sands Country Club and, in partnership with key volunteers, and is a primary “visionary” to ensure that MSCC consistently executes at an exceptionally high level of personalized service. This “lead by example” GM/COO will be coming into a role and Club that is not broken but 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. The Board is desirous of working with a GM/COO who handles all operational matters and is an active thought partner on strategic and policy matters, and who is approachable and actively listens and engages, while providing a transparency to direction and operations throughout.

Significant to the new GM/COO's success is the ability to understand the unique nature, likely through current or previous first-hand experience, of residential community clubs. Certainly, a key to his/her success is putting members first, and recognizing that the foundation of providing staff support, mentorship, clear direction, “walking the talk” and “being present” in his/her natural, sincere, and engaging style. Exceptional communications skills with both members and staff are a critical success factor and priority for the new GM/COO, as is easy approachability and recognizing that the entirety of the MSCC operation is his/her responsibility and time spent in each operating department is important.

Clearly, the demonstrated ability to listen and respectfully respond diplomatically is essential to success at Mariner Sands while overseeing both club and community operations. The Club and Community have enjoyed a large influx of new residents over the past few years and the GM/COO will be a key player in the orientation, on-boarding and introduction/transition of these and future members/residents into Mariner Sands.

The ability to manage expectations at a high level of dynamic leadership with exceptional “EQ” 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 and trusted by all constituencies. Additionally, and of great importance is putting appropriate “urgency” on responding to both members and staff.

Paying attention to the details of maintenance, SOPs, overall member experience, staff culture and other key areas of success is critical, as the Club and Community have great curb appeal and have been well-maintained throughout.

Direct reports include Executive Assistant, Director of Agronomy, Assistant GM, Director of Facilities and Grounds, Director of Finance, Director of Golf, Director of HR, Director of Membership & Marketing and Director of Security.

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

- The ability to develop and operations plan including employee job descriptions for a residential club that can be shared with the membership and be the foundation of how the Club and Community operations going forward. Therefore, possess a deep knowledge in active club and community operations, with especially strong skills in financial budgeting and operations/capital planning, an appreciation of modern “performance management systems” and technology. Being financially astute and able to effectively guide a large operation, including working to further develop financial reporting areas, dashboards and KPI and metric transparency is important.
- Someone who is naturally “energized and engaging, visible and interactive with members and staff” in a sincere and meaningful manner, the epitome of respectful, diplomatic relations. *Exceptionally strong and timely communication and facilitation skills, both written and verbal, with the appropriate personal presence, desire, and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of Mariner Sands Country Club.*
- Will have full operational responsibility for the Club, and will be responsible and accountable to develop, monitor and manage the Annual Operating/Business Plan and Budget. He/she must be someone who can establish appropriate benchmarks for staff management success, and who is clearly able to articulate the reasons “why” to both senior staff and the Board. He/she must be someone who understands relevant club and community industry metrics to success and comparable clubs of high performance, and who has demonstrated capability of instituting operational standards of consistent success;
- 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 MSCC is viewed as one of the premier club communities in South Florida;
- A disciplined and visionary leader who can impart an appropriate culture of 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;
- Ideally, will 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, although the next and recent projects are approved and the result of a multi-phase Strategic Plan. Staying relevant and ahead of changing demographic expectations as it relates to services, programming and amenities will continue to be of high importance at MSCC. Further, having worked through the entire cycle of planning, temporary facilities and reopening is hugely helpful and a priority;
- Possessive of a strong record of selecting and developing talent in club senior leadership roles, and helping those departmental leaders continuously develop themselves and their respective staffs in a desire to create a culture of continuous evolution to excellence in execution and delivery. Being a natural mentor is important and understanding the dynamics of seasonal operations and staff is important.
- A track record of results in governance/leadership partnership with active Member Boards and committees.
- Active involvement in CMAA or similar organizations where he/she has a strong network of peers and can stay abreast of the industry, trends, and opportunities for MSCC to stay relevant and proactive for its members and staff.

- The ability to lead in a very busy operation. The Club plays over 42,000 rounds of golf each year, has a vibrant F & B program and an exceptional number of 'clubs within the club' that need focus and attention, as well as a consistently high level of execution.

INITIAL PRIORITIES OF THE NEW GM/COO

- Observe, ask lots of questions, and listen. The strong view is that the Club "is not broken" and is functioning well in most every area, but that elevation of certain experiences would be appropriate.
- Learn the make-up and "pulse" of Mariner Sands; its strengths and its weaknesses and develop a strong vision of where you see operations and facilities moving in the future to be relevant, competitive, and highly desirable. Share your thoughts transparently with the Board, the leadership team, and members as they are developed and spend time getting to know each of these key constituency groups before instituting changes.
- Spend time with the team (staff in all areas of operations); getting to know them, their abilities and aspirations, consistently using this time to further communicate the vision and mission of Mariner Sands. Understand how processes and procedures have been developed, if in place, being followed, and whether they are appropriate or in need of modification.
- Develop Board and Committee relationships, working to create strong bonds and encouraging open communication.
- Meet and sincerely interact with and engage as many members as possible, including creating a series of 'by invitation' focus group sessions to listen, hear, learn and develop relationships.
- Understand the status of projects and significant current and upcoming capital plans. Ensure that those underway are well-conceived and running as planned.
- Mariner Sands is in an extremely competitive staff competition environment from both other clubs and growing businesses. Maintaining or improving this staff competitive edge has been a big part of Mariner Sands' long-term success; ensuring that it is a differentiator is critically important.

CANDIDATE QUALIFICATIONS

- Extensive experience required in business management and administration with particular emphasis on country club and HOA/POA operations. Business degree and a CAM license preferred. Should have an informed working knowledge of golf, tennis and related country club operations, in addition to POA/HOA operations.
- Exceptional financial business acumen with a helpful understanding of how to leverage high tech to further improve high touch
- Excellent judgment as a leader and motivator with high EQ
- Effective time management and prioritization skills
- Preferably, a CCM or equivalent certifications, along with a strong peer network

CLUB COVID REQUIREMENTS

This club does not require staff to be fully vaccinated as a provision of employment and does follow all federal and state mandates.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club offers an excellent bonus and benefit package including CMAA membership.

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 the MSCC GM/COO Search Committee and clearly articulate why you want to be considered for this position at this stage of your career and why Mariner Sands and the greater Stuart, Florida 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 July 15, 2022. Candidate selections will occur in late July with first interviews expected early August and second interviews in mid-August, with a desired start as soon as reasonable following selection.

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

“Last Name, First Name - Resume”

“Last Name, First Name - Cover Letter – Mariner Sands”

(These documents should be in Word or PDF format)

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

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

Search Executive:

Kurt D. Kuebler, CCM, CMAA Fellow

Partner, KOPPLIN KUEBLER & WALLACE

561-747-5213 – Jupiter, FL

kurt@kkandw.com