

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER (GM) PROFILE: NAPLES LAKES COUNTRY CLUB NAPLES, FL

THE GENERAL MANAGER OPPORTUNITY AT NAPLES LAKES COUNTRY CLUB

Naples Lakes Country Club (NLCC, or the Club) is Southwest Florida's premiere bundled golf community. The 18-hole Arnold Palmer Signature Golf Course is the principal feature of this 490-acre gated community that is searching for a General Manager who will help successfully launch a new resort style Cabana complex with restaurant and outdoor bar, while also ensuring the member experience is continually enhanced to meet the desires of the members/residents within the community.

Naples Lakes Country Club with 731 "doors" in 6 neighborhoods (four of which consist of multi-family dwellings and two of which consist of single-family dwellings) is looking for an energized, communicative, strategic, capable, and innovative professional who is passionate about the Club, the Community, and the opportunity ahead of him/her.

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

ABOUT NAPLES LAKES COUNTRY CLUB

Established in 1999, Naples Lakes Country Club was developed by Toll Brothers. The Clubhouse was opened in spring of 2001 and residential construction was completed in 2004. At that time, the Club was turned over to the residents. In 2013 the Clubhouse was re-opened following an extensive remodeling and expansion. During the summer of 2017 Naples Lakes underwent comprehensive golf course renovation.

The beautiful property contains more than 200 acres of protected nature preserves and lakes. Along with golf, Naples Lakes offers amenities such as casual and fine dining, 5 Har Tru tennis courts, fitness center and pool along with multiple social activities, all of which provide a relaxed and enjoyable lifestyle to its members and guests.

Clubhouse Dining options are attractively positioned to overlook the natural environment and have beautiful views of the elaborate 18th fairway and green. Rooms and Capacities:

- Main Dining Room (up to 110 people with no Dance Floor)
- Grille Room (up to 64 people)
- Main Dining Room with Grille Room and a dance floor (up to 160 people, up to 200 people with no dance floor)
- Terrace Private Dining Room (up to 24 people)
- Plaza Private Dining Room (up to 24 people)
- Terrace and Plaza outdoor dining (up to 48 people)

Upon completion in early 2022, the new resort style Cabana complex with zero entry pool (which includes a lap pool), 3 bocce ball courts, , restaurant and outdoor bar will be a state-of-the-art leisure center for the members to enjoy for many years to come.

NAPLES LAKES COUNTRY CLUB BY THE NUMBERS:

- \$8.1M Annual Revenue
- \$838k Food and Beverage (F&B) Revenue
- 731 "doors", each of which, due to NLCC being a bundled community, has one or more resident members
- 78 FTE employees, 50 seasonal
- Approximately 30% of the membership is at Naples Lakes on a year-round basis.

- 7 Board Members on the Homeowners' Association (HOA) Master Board (Board), with staggered three-year terms, and no term limits.
- 8 Standing Committees: House, Greens, Golf, Nominating, Strategic Planning, Landscaping, Architectural Review and Finance
- More than 45,000 annual golf rounds
- 9 direct reports to the GM - HOA Manager, Facilities Maintenance Director, Chief Financial Officer, Head Tennis Professional, Executive Chef, Director of Golf, Food & Beverage Director, Fitness Director and Golf Course Superintendent
- JONAS POS systems.

NAPLES LAKES COUNTRY CLUB WEB SITE: www.napleslakesfl.com

GENERAL MANAGER POSITION OVERVIEW

The Board desires a GM who functions in a proactive, highly engaging fashion, working very closely with the Board of Directors, and with a number of active committees and also coordinating with the boards of directors of the four multi-family dwelling neighborhoods within NLCC. The GM is looked upon as the "face" of Naples Lakes Country Club and, in "partnership" with key volunteers, and is a primary "visionary" to ensure that NLCC consistently executes at an exceptionally high level of personalized service. This "lead by example" GM will be coming into a role and a Club that is successful and thriving (the current GM is only leaving because he is retiring), yet 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 who manages all operational matters and is an active thought partner on strategic and policy matters, but who is approachable and "actively listens" while providing a transparency to direction and operations throughout.

Significant to the new GM's success is the ability to understand the unique nature, likely through current or previous first-hand experience, of residential community clubs, including bundled communities. Certainly, a key to his/her success is "putting members first," and recognizing the importance of providing staff support, mentorship, clear direction, "walking the talk" and "being present" in his/her natural, sincere, and engaging style.

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 and respect and to be "trusted" by all constituencies.

"Paying attention to the details" of maintenance, standing operating procedures (SOPs), overall member experience, staff culture (including H2B staff) and other key areas of success is critical, as the Club and Community have great curb appeal at present and have been well-maintained throughout. Clearly, outstanding interpersonal and communication skills, especially the demonstrated ability to "listen and respectfully respond firmly, yet diplomatically" is essential to success at Naples Lakes while overseeing both club and community operations.

KEY ATTRIBUTES AND CHARACTERISTICS:

- Possess a deep knowledge in active club operations, with especially strong F&B skills as well as strong financial acumen, 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 Key Performance Indicator (KPI) and metric transparency is absolutely necessary.
- 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.
- Participate in "thought partnering" with the Board, Committees, and members offering valuable input which contributes to NLCC's success. The goal is to "allow members to be members," and to make certain that the NLCC amenities meet members' expectations. Promote participation in the NLCC committee structure which encourages more members to contribute directly to policy development.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say "no" when appropriate without

alienating members or staff while doing so and also to say “yes” to progressive and creative ideas to keep members happy. Being respectfully confident and “connected” to the membership and team is critical, as is having a personal style of “listening, considering and reflecting” before reacting to inputs.

- Having experience and skills in creating and implementing strategic plans; 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.
- A record of accomplishment of results in governance/leadership partnership with active Member Boards and committees.
- Active involvement in the Club Management Association of America (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 Naples Lakes to stay relevant and proactive for its members and staff.
- The ability to lead in a busy operation. The Club hosts over 45,000 rounds of golf each year, has a vibrant F&B program and a large number of ‘clubs within the club’ that need focus and attention, as well as a consistently high level of execution.

CANDIDATE QUALIFICATIONS

- A minimum of 5-7 years of progressive leadership/management experience in a private member-owned country club or resort operation, preferably those with member boards and committee involvement AND preferably within a residential community setting.
- The Club will consider well-mentored Assistant General Managers (AGMs) for this role as well as those who come from other sides of the hospitality industry, so long as they are able to allow verification of the relationship side (versus a transactional aptitude) of current and past success.
- A verifiable record of strong and intuitive mentoring of staff and achievement of a ‘workplace of choice’ employee environment in the operations he/she has been part of leading.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Technologically proficient with a thorough understanding of best practices in the use of technology to improve ‘high touch’ service delivery to members and to more effectively manage and lead operations.
- Strong knowledge of club operations, maintenance standards, and the successful engagement and growth of participation in programs and activities for members.
- Experience in creating and executing strategic planning and capital projects, and clear knowledge of Florida Statute 720 and other relevant governing requirements of a bundled community operation.
- Needs to have a clear knowledge of Florida Statute 718.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor’s Degree is highly desirable, preferably in Hospitality Management or Business. In lieu of the degree, substantial private club or hospitality experience will be considered.
- CCM designation or similar accreditation outside of the club industry is desirable. Additionally, either having a CAM license or obtaining one within six (6) months of commencing the role is recommended.

CLUB COVID REQUIREMENTS

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

SALARY AND BENEFITS

Salary is commensurate with qualifications and experience. The Club offers an excellent benefits package, along with the typical CMAA benefits.

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.

Preparing a thoughtful letter of interest and alignment with the above-noted expectations and requirements is necessary. Your letter should be addressed to Mr. James Hough, Search Chairman, and the Search Committee at Naples Lakes Country Club, and clearly articulate why you want to be considered for this position at this stage of your career and why Naples Lakes Country Club and the Naples, FL area will be beneficial to both you and the Club if selected.

You must apply for this role as soon as possible but no later than Friday, February 18, 2022.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Naples Lakes CC”

(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 Katy Eliades: katy@kkandw.com

Lead Search Executives:

Sam Lindsley
Search & Consulting Executive
216.509.2250 (Cell) – Medina, OH
sam@kkandw.com

Tom Wallace
Partner – KK&W
412.670.2021 (Cell) – Strongsville, OH
tom@kkandw.com