

## **Sterling Oaks Association and Club Inc.**

Naples, FL

### **The Club/Community**

The General Manager at Sterling Oaks in Naples, Florida, oversees the operations of both the country club and the residential community. Key responsibilities include managing all facets of club operations, such as the tennis club, dining, and member services, while ensuring seamless operation within the community association, which includes property management, security access, amenities, and resident relations. The GM collaborates closely with the Board of Directors to develop and implement strategic initiatives, manage finances, and cultivate a strong sense of community among members and residents, thereby ensuring high satisfaction levels and a vibrant living environment.

### **About the Club and The Community**

Sterling Oaks Association and Club Inc. is a premier residential community owned by the residents. It provides an exceptional blend of leisure, recreation, and social engagement in the heart of Southwest Florida. Ideally located just minutes from the white sandy beaches of Fort Myers Beach, Barefoot Beach and Wiggins Pass State Park as well as the Southwest Florida International Airport and the vibrant business and entertainment districts of Naples.

The club features 12 Har-Tru clay tennis courts, 5 pickleball courts, a large main heated swimming pool with spa, a fitness center, and 2 bocce courts, ensuring a well-rounded and active lifestyle. Sterling Oaks is unique in the fact that the Tennis Memberships are separate from the bundled amenity package. These memberships are available to both resident and non-residents. Currently there are approximately 425 tennis members.

The community's social and dining experiences are numerous. The relatively smaller clubhouse remodeled in 2019 provides a range of dining options, from casual gatherings to fine dining. Members enjoy a full calendar of events that features live entertainment, themed parties, and social functions designed to bring the community together. Clubhouse and surrounds act as a vibrant social hub, featuring an outdoor Cabana Bar, a resort-style pool and jacuzzi, a fitness center, meeting rooms, and 200 acres of pristine natural Florida preserves. These natural environments are home to many species of birds, deer, bobcat, black bear and otters.

As a resident-owned community, Sterling Oaks fosters a strong sense of belonging and pride among its members. Often called "our own little paradise," the community is home to friendly and down-to-earth individuals. This warm and welcoming culture, combined with outstanding

amenities and a prime location, makes Sterling Oaks one of the most desirable residential communities in Southwest Florida.

**Sterling Oaks information:**

- There are 736 owners within the community with 304 condominiums and coach homes and 432 Single Family Homes
- The base monthly dues for the HOA without landscaping or other condominium related expenses are currently \$367.51. The average monthly expense is \$500.
- Approximately 45% of the residents are at Sterling Oaks on a year-round basis.
- A \$6,500 resale fee is charged upon the transfer of every SFH and \$6000 for MDU to a new owner. This fee is considered a capital contribution to a fund for future community capital improvements.
- The Club has an annual operating budget of approximately \$4.3M.
- F&B operation revenues are approaching \$600,000 annually.
- There are approximately 27 FTEs year-round and an additional 5 part-time seasonal employees.
- There is a total of 9 Board Members, each serving three-year staggered terms.
- There are 8 standing committees: Architectural Standards, Tennis, Pickleball, Finance, Activities, Fitness, Compliance and Landscape.
- At present, the GM has 4 direct reports: Assistant General Manager (controller), Director of Food & Beverage, Director of Tennis and Raquet Sports, and Facilities Maintenance Supervisor.
- The Club uses JONAS for its accounting and POS systems, Club Essential for its website to include dining reservations, and Chelsea for Tennis court scheduling.

**Sterling Oaks WEB SITE:** [www.theclubatsterlingoaks.com](http://www.theclubatsterlingoaks.com)

Facebook and Instagram -theclubatsterlingoaks

Club is open – 7 days per week, 12 months per year. Food and Beverage Operations vary with seasons

**Club Ownership:** Member-Owned

The tenured General Manager is retiring and leaving the club and community after 12 years of service. The club is in great financial shape with a highly capable management team in place.

### **Job Description**

The Board desires a GM who operates in a proactive and highly engaging manner, collaborating closely with the Board of Directors and leading several active committees. The GM is viewed as the “face” of Sterling Oaks and, in partnership with key volunteers, serves as a primary visionary to ensure that SO consistently provides high levels of quality personalized service and experience to its residents and members. The Board wants to collaborate with a GM who manages all operational matters and acts as an active thought partner on strategic and policy issues, while also being approachable, “actively listening,” and ensuring transparency regarding direction and operations throughout.

A key factor in the new GM’s success is understanding the unique nature of residential gated community clubs, likely acquired through current or previous firsthand experience. An essential part of their success involves “putting members first” and recognizing that the foundation of staff support, mentorship, clear direction, “walking the talk,” and “being present” is provided in their authentic, sincere, and engaging style.

It is critical to pay attention to the details of maintenance, SOPs, overall member experience, staff culture, the tennis operations, F&B and other key areas of success. The club and community currently have great curb appeal and are well-maintained. Outstanding communication skills, particularly the proven ability to listen and respond respectfully and diplomatically, are essential for success at SO while managing club and community operations.

### **KEY ATTRIBUTES, CHARACTERISTICS, EXPERIENCES, AND STYLE OF THE SUCCESSFUL NEW LEADER:**

- Possess a deep understanding of active club operations, with especially strong background in bundled communities, F & B skills, Tennis Operations and Membership marketing is a plus as well as solid financial acumen and appreciation for modern performance management systems and technology. Being financially astute and capable of effectively overseeing a diverse operation is essential.
- Possessing a proven track record of selecting and developing talent for senior leadership roles within club communities, supporting current departmental leaders in their ongoing growth and that of their teams, promoting a culture of continuous improvement towards excellence in execution and delivery. Being a natural mentor is essential.
- Active participation and “thought partnering” with the Board, Committees, and others contribute to SO’s success. Ultimately, the goal is to empower members to enjoy their

time and volunteer contributions, focusing on policy-making and strategic partnership rather than operational decisions.

- Naturally outgoing, conversational, respectful, and diplomatic, yet able to say “no” when necessary, without alienating members or staff. It is essential to maintain respectful confidence and a strong connection with both the members and the team, as well as to adopt a personal approach of “listening, considering, and reflecting” before responding to input.
- Experience and skills in developing and executing strategic plans are essential, as is the ability to anticipate the ongoing evolution of the club and community. Staying actively engaged in the industry is also crucial, as is keeping up with trends in clubs, communities, real estate, and economic cycles.
- A demonstrated history of effective governance and leadership in collaboration with engaged Member Boards and committees.
- Active involvement in CMAA, CAI, or similar organizations where they have a strong network of peers and stay informed about industry trends and opportunities for SO to remain relevant and proactive for its members and staff.

### **Candidate Qualifications**

- A minimum of 5-7 years of progressive leadership/management experience in a private member-owned country club community, Property Owners’ Association or resort operation, preferably one with member boards and committee involvement AND preferably within a residential community setting. Residential oversight is critical in this role, as the GM/COO is responsible for many facets of the community.
- The Club will consider candidates from other areas of the hospitality industry, as long as they can demonstrate the relational aspect (rather than a transactional focus) of their current and past successes.
- A strong history of success and a keen understanding of high-quality food and beverage operations, including revenue growth, training, innovation and creativity, and the cultivation of a robust service culture.
- A strong understanding of tennis operations, maintenance standards, and effective engagement in programs and activities for member participation and growth.
- Experience in developing and implementing strategic plans and capital projects, along with a strong understanding of Florida Statutes 718 for condominiums and 720 for

homeowner associations and other relevant regulations for bundled community operations.

### **Educational Requirements**

- A bachelor's degree is preferred, with a focus on Hospitality Management.
- Substantial private club/community or hospitality experience will be considered in lieu of the degree.
- Industry certifications for Club/Community Associations, such as CCM, CCE, PCAM, CAM are preferred.
- Florida Community Association Manager License is greatly preferred

### **EMPLOYMENT ELIGIBILITY VERIFICATION**

In compliance with federal law, all hired employees must verify their identity and eligibility to work in the United States and complete the required employment eligibility verification form upon hire. Sterling Oaks performs background checks and drug testing prior to employment

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

Please upload your resume and cover letter - Last Name, First Name using the email link below. You should have your documents fully prepared to attach as .PDF files only. Please be sure your image is not on your resume or cover letter; it should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to the **Sterling Oaks Search Committee**. Clearly articulate your alignment with this role, explain why you wish to be considered for this position at this point in your career, and why SO and the Naples, FL area will benefit you, your family, your career, and the Club if selected. Additionally, have your resume up to date with all pertinent information. References will be expected if selected for finalists.

EMAIL all documents to: [Careers@sterling-oaks.com](mailto:Careers@sterling-oaks.com)