

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: SEA OAKS BEACH & TENNIS CLUB VERO BEACH, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT SEA OAKS BEACH & TENNIS CLUB

The General Manager/Chief Operating Officer (GM/COO) opportunity at Sea Oaks Beach & Tennis Club (Sea Oaks) is one that encompasses oversight of an extraordinary oceanside community with a wide array of club amenities and a beautiful 'Old Florida' environment. The new executive leader will be succeeding a highly regarded, long tenured retiring manager and will inherit a generally long tenured leadership team as well as several new Beach Club leaders.

A bundled community role, as its name implies, racquet sports are of great importance at the Club, but so are the many amenities, including an incredible beach front clubhouse with pool and dining options. Across the street and amongst the Spanish moss-draped oaks is the racquet club, fitness and community centers and a small marina on the Indian River.

Our desire is for an energized club and community leader who has instinctive relationship building skills, strong financial acuity, a natural 'front facing' and engaged style and who is a strong mentor and adept in diplomatic leadership working with volunteer boards and committees. Sea Oaks is a friendly, unpretentious, very "community" focused club and the new GM/COO needs to epitomize this style and behavior.

Sea Oaks has its own personality, situated on the Atlantic oceanfront in a lush setting of live oaks and sabal palms, its 614 residences are nestled in amongst majestic live oaks and sabal palmettos. It is a place where residents ride bikes, play tennis, and swim. They are friendly and outgoing. They all love the sun and the outdoors and enjoy getting together as a community.

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

SEA OAKS BEACH & TENNIS CLUB

On a beautiful Florida barrier island, away from crowds and traffic, Sea Oaks, a member-owned community established in 1983, stretches from the Atlantic Ocean, with its beaches and glorious sunrises, to the Indian River, which reflects blazing, orange sunsets.

Over the years Sea Oaks has been recognized in publications for the special charm of its landscaping and ambiance, the energetic and creative lifestyle of its members, as well as its exceptional tennis program.

The community was incorporated in 1983 as one of the first gated communities on Vero Beach's north barrier island. Sea Oaks Beach & Tennis Club at inception comprised a two-story Georgian-style Beach Club, with adjoining pool, deck and gazebo, and a two-story plantation-style Tennis Club with 16 Har-Tru tennis courts. A tennis pavilion with stadium-like seating was added in 1990. The first residences were tennis villas near the Tennis Club and cottages designed to create an Old Florida look with their wood design and wide, screened porches. These were followed by oceanfront condos, river and lakeside villas, courtyard and courtside homes and river homes. The final dwellings were completed in 2007.

In 2009, the facilities at the Tennis Club were enhanced through the construction of an adjacent Community Center housing a state-of-the-art fitness center.

Spring of 2016 brought the re-opening of a completely renovated Beach Club – complete with new kitchens on both floors, a beautifully decorated formal dining room with adjacent bar with spectacular ocean views and an oceanfront, pool-side gazebo featuring a bar as well as increased seating for outdoor dining. Attention was turned to the tennis facilities in 2020, as plans for a complete modernization of the courts with underground watering and refurbishment of the surrounding landscaping were implemented despite the coronavirus pandemic.

SEA OAKS BEACH & TENNIS CLUB BY THE NUMBERS

- 614 residences
- \$30,000 Initiation fee
- \$8,695 Annual dues
- Approximately \$10.M Gross volume – for the Club/POA – Community Associations (22) have additional combined budgets of approximately \$6.65M
- Approximately \$5.3M Annual dues volume
- Approximately \$1.5M F&B volume
- Approximately \$4.2M Gross payroll
- There are approximately 61 year-round staff members, moving to 91 in the Winter
- There are 9 Board members, and 17 Committees include: Beach Club, Beach & Dune, Buildings/Operations/Safety, Communications, Community Center, Environmental, Finance, Fitness Center, Golf Club, Hospitality, Human Resources, Landscape, Legal Resources, Library, Marina/Yacht Club, Members Weekend, Tennis Club.
- There are 22 separate residential associations (comprised of homeowner associations and condominiums), each of which has separate Boards and officers
- 65 Average age of members
- The Club uses EZLinks for its POS, TOPS for its accounting software and MembersFirst for its website.
- There are a considerable number of units rented throughout the year and the community is fully built out and being ‘bundled,’ membership runs with property ownership, so member recruitment is not part of the role.

SEA OAKS BEACH & TENNIS CLUB WEB SITE: www.seaoaksbeachandtennis.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO is responsible for the day-to-day administration and operations of Sea Oaks. He or she directs and administers all aspects of the operations: the common areas, infrastructure, amenities, and staff, as well as all programs and activities, Board and Committee coordination and member/resident relations. Essentially all SOB&T operations and staff management are responsibilities of the GM/COO. Ideally, the GM/COO has a proven record of success and stability in a similar community or resort properties with similar elements, as well as a history of driving a culture of excellence, accountability, continuous improvement and professional development.

Having full operational responsibility for Sea Oaks, the GM/COO will support the Board by managing relationships with the community and community partners, and managing the annual operating plan, improving processes, rectifying inefficiencies, and implementing the policies of the Board, to which he/she is a strong and collaborative ‘thought partner.’

The new General Manager/Chief Operating Officer:

- Reports directly to the president and board of directors and has clear ownership of day-to-day operations with specific emphasis on consistently enhancing an extraordinary lifestyle experience for member residents and their guests/tenants.
- Needs to be ‘action-oriented’ and possessive of strong visionary, leadership skills and knowledge/experience with both club and community operations.

- Proactively communicates with all internal and external constituencies. Outstanding communication skills are critical in this role. The GM/COO is the primary communicator of all information for the SOB&T and must have the ability to listen, engage, build trust, and be highly approachable. The GM/COO also must be extremely responsive to the board(s), committees, and residents.
- Manages the annual and capital budgets, including monthly analysis and findings. The GM/COO presents key findings to the board no less than monthly, with follow-up actions aligning with the annual and strategic plans, of which he/she is a key player in producing.
- Provides leadership to the board and contributing constituencies (committees, member residents, and staff) relative to crucial community assets and requirements. He or she recognizes the need to lead in balancing multiple interests, perspectives, and desires with SOB&T's business and financial objectives. Having a positive, upbeat, diplomatic style with a "strong backbone" as the top business leader of Sea Oaks is critical for success. The ability to say no without alienating a resident is important!
- Manages all critical SOB&T administration and assets including club and community common areas, and safety and security, while ensuring consistent service execution and delivery.
- Coordinates, streamlines, and consolidates all operational and administrative activities and processes while ensuring that strong SOPs are in place, understood and followed by the team delivering the lifestyle experience expected at Sea Oaks.
- Responds promptly to resident inquiries and requests and is adept at conflict resolution.
- Is the sole liaison with an on-site, five-person realty firm overseeing sales and rentals within Sea Oaks. This partnership is important and contributes meaningful and growing annual revenues to Sea Oaks.
- Will manage/oversee the summer reciprocal program with other similar local clubs.
- Will direct the internal marketing and communications function.
- Is a strong leader that is out in front on issues and provides the Board with proposed solutions and then executes approved solutions that lead to successful outcomes. The GM/COO must maintain consistent focus on priorities, goals, and objectives that have been established by the Board along with active strategic and risk management assessment.

INITIAL PRIORITIES

- Be highly visible and interactive throughout the community, including initially attending all Board, committee and other meetings to more quickly meet residents and elected and appointed volunteers, learn their needs and expectations and better understand the culture of SOB&T. Be involved in participating and assessing the entire operation, but especially as it relates to "experience" areas. *LISTEN AND BUILD RELATIONSHIPS!*
- Understand history, amenities and services, financials, and residents' expectations.
- Review the existing employee culture, organizational chart, key staff and present thoughtful recommendations to the Board for structural changes, if any, to elevate the overall service culture. We're looking to build a culture of innovation and high performance and 'tone at the top' is critical to achieve this expectation.
- Collect, analyze and report data on amenity usage and expenditures. Make recommendations to the Board on long range and strategic planning initiatives as well as possible technology needs and potential enhancements.
- The Board is currently working on a strategic plan and the new GM/COO will be instrumental in developing and executing that plan.
- Monitor, manage and maintain financials to budget while in a continuous evaluation of its appropriateness to the overall expectations of the Board and community. Be initially focused on the significant insurance coverage, premium costs and thoroughly understand this aspect of operations because of the significant risk management needs of an oceanside community. Review and become familiar with all contractual agreements.
- Evaluate the overall experience especially in F & B operations and the beach clubhouse and adjacent amenities where many members primarily judge their overall experience and satisfaction. Of critical importance is to obtain and evaluate member desires in this area, balancing casual and more formal desires, along with menu selections and the overall experience that best suits current and future members.

- Work with the Board and members to best utilize the limited space available to accommodate the various facilities (athletic and otherwise) desired by members. In particular, to work to determine the use of a newly acquired piece of property that represents Sea Oaks' last undeveloped area and to meet the large member demand for pickleball facilities.

CANDIDATE QUALIFICATIONS, SKILLS AND COMPETENCIES

Has a minimum of 7-10 years of progressive experience in leadership roles in club and community management, resort management or a related business background. In addition, the successful candidate has experience with upscale and environmentally sensitive communities, or destination resorts with top reputations. Having experience in both club and community operations is desirable, *and the Club will consider top #2 candidates in such environments who are well-mentored and bring attributes noted above.* Florida experience is particularly helpful.

- Possessive of strong general management skills with verifiable strengths in team development, financial performance, exceptional member/resident service programming and communications, strategic planning, project management and, most importantly, the ability to consistently achieve goals and objectives.
- Has a strong network of industry professionals and resource contacts that cover a wide range of functional skills and disciplines that would benefit SOB&T.
- Is a true team builder; a person who embodies the persona of ultimate coach, mentor and motivator; someone who brings out the very best in those around him or her (both staff and other community constituencies) by setting clear goals and expectations, providing consistent feedback and support, and who is respectful and professional in all interpersonal dealings.
- Possesses depth of experience in project management from conception to execution.
- Is a charismatic individual with a sense of style that is commensurately appropriate with the culture and expectations of a discerning membership group.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Degree is highly desirable, preferably in Hospitality Management or Business.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Community Association Manager (CAM) and Certified Club Manager (CCM) designations are preferred but not a must initially, but the CAM licensing would be required within the first six months.

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club, along with the typical 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 on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to **John Manna, Search Chairman and the Sea Oaks Search Committee** and clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and why Sea Oaks and the Vero Beach area will benefit if you are selected for the role.

You must apply for this role as soon as possible but no later than January 6, 2023. Candidate selections will occur in early January with first interviews later that month, and a final selection before the end of February. The new candidate should assume his/her role in late Spring 2023 as the current GM/COO retires at the end of June 2023.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Sea Oaks”

(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

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