

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: FRENCHMAN'S RESERVE COUNTRY CLUB PALM BEACH GARDENS, FL**

### **THE GENERAL MANAGER/COO OPPORTUNITY AT FRENCHMAN'S RESERVE COUNTRY CLUB**

Frenchman's Reserve Country Club (FRCC) is the premiere member-owned, private resort style country club in prestigious Palm Beach Gardens, Florida. Palm Beach County is known as the nation's golf capital, and is home to some of the most widely recognized names in golf courses and professional golfers, and Frenchman's Reserve deserves to be included in those clubs recognized as 'top performers' in that market.

The General Manager/Chief Operating Officer (GM/COO) position at FRCC is a tremendous opportunity for an individual who is passionate about leadership, team development, enhancing the outstanding Frenchman's Reserve 'brand,' building strong and engaged relationships with members and staff, and seeing this dynamic, demographically diverse residential community club continue to enhance its relevancy and position in its members' lives.

With amenities currently in place, under construction or planned for the near future, FRCC is in a unique position in a crowded market of clubs---its smaller size allows it to be highly personalized in its approach, but its amenity presentation rivals those of its much larger, and more expensive, neighbors. FRCC, for its wide array of exceptional quality amenities and services, provides one of the best total 'values' of club membership in the Palm Beaches and beyond. The new GM/COO will be an individual with exceptional and natural gravitas, a thoughtful and proactive style, and who can be an active "partner" with the Board as they collectively plan and execute a continued focus on presenting Frenchman's Reserve as the residential community club of choice in the area.

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

### **ABOUT FRENCHMAN'S RESERVE COUNTRY CLUB AND COMMUNITY**

Frenchman's Reserve Country Club is a prestigious and sophisticated golf course community situated in Northern Palm Beach County, Florida, one of the most desirable locations in South Florida. Frenchman's Reserve Country Club has recently been recognized as a Platinum Club of America for 2016-18, in the category of top 150 Country Clubs, out of 4000+ private clubs.

The FRCC lifestyle is among the best in the country. The amenities offered on property include: the Grande Clubhouse, 18-hole championship golf course designed by legendary Arnold Palmer, full-service spa and salon, 11,000-square foot state of the art fitness center, tennis center, a multi-sport court, Kids' Korner facilities with a brand-new playground, a resort style outdoor pool and whirlpool, men's, and ladies locker facilities, and eight beautifully appointed guest suites for visitors to the Club and out-of-town guests.

The 45,000-square foot Grande Clubhouse features the Main Dining Room for up to 275 guests, Grille Room, Lounge and Library, an outdoor verandah overlooking the 18th hole, as well as a Private Dining Room. In season, the club offers breakfast, lunch, and dinner options daily with themed events on Fridays. For several years, FRCC was been named People's Best Choice Wedding Venue!

The championship golf course at FRCC is the ultimate expression of the Arnold Palmer guarantee of uncompromising standards in golf course design. With large, subtle greens and fairways lined with tall Florida pines and colorful wildflowers, the course enhances the beauty of the lush South Florida landscape. Additional course amenities include: chipping and putting green, driving range, and Learning Centre.

The recently completed tennis center offers seven world class lighted, Hydro Grid tennis courts. Additional facilities include a Multi-sport court for basketball, pickle ball, and volleyball activities.

The Kids' Korner at FRCC features complimentary babysitting service while parents avail of on premise amenities and consists of two rooms equipped with age-appropriate toys. The exceptional resort pool arena provides a zero-entry splash pad surrounded by exceptionally comfortable and ample lounging and South Florida living spaces.

Finally, amongst the many great amenities, programs and activities provided for members, their guests and families, the Club enjoys a robust array of 'clubs within the club,' including Book Club, Fine Wine Club, Texas Hold'em Poker Club, Ladies' Bridge and Canasta Clubs, Gin Rummy Club, Mah-Jongg Club, Shooting Club, Fly fishers and others

### **FRENCHMAN'S RESERVE COUNTRY CLUB BY THE NUMBERS**

- At present, there are approximately: 350 Full Members, 125 Social Members, and 20 various other membership types.
- Initiation Fee - Full Member: \$125,000
- Dues – Full Member: \$17,900 annually for Full Members
- 18 holes of Arnold Palmer design supports nearly 19,000 rounds of golf annually
- Overall operating budget is approximately \$12M
- Food and beverage volume is approximately \$1.75M, with approximately 60% from ala carte dining
- The existing Golf Clubhouse is approximately 45,000 square feet
- Golf Shop is approximately 2,000 square feet and is owned by Frenchman's Reserve Country Club
- 7 Hydro Grid lighted tennis courts with active programs for all ages
- The Club is soon to be reopened Fitness and Wellness Center offers personal training and group classes. Physical therapy and massage therapy services are offered as well.
- On premise, full service spa and salon
- 8 on-site guest suites (1 and 2 bedroom)
- The Club is organized as a 501(c)(7) and is a not for profit corporation
- The average age of members is 64.5 years and continuing to trend younger
- There are 9 Board Members, each serving three-year terms, as well as a number of committees
- The Club and Community were developed by Toll Brothers, and the Club was transitioned to the membership five years ago. Initially, Troon Golf Privé was hired to provide management services, and the Club fully transitioned to self-managed and governed operations approximately two years ago.

**FRENCHMAN'S RESERVE COUNTRY CLUB WEB SITE:** [www.frenchmansreservecc.com](http://www.frenchmansreservecc.com)

### **GENERAL MANAGER/COO - POSITION OVERVIEW**

The GM/COO functions in a CEO-like fashion, working very closely with the Board of Directors of the Club, and leading an active number of committees. The GM/COO is looked upon as the "face" of Frenchman's Reserve Country Club and, in "partnership" with key volunteers, is a primary "visionary" to ensure that FRCC 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.

Significant to the new GM/COO's success is the ability to understanding the unique nature, likely through current or previous first-hand experience, of residential community clubs. Certainly, key to this success is "putting members first," but recognizing that the foundation of staff support, mentorship, clear direction and "walking the talk" and "being present" in his/her natural 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 by all constituencies. Possessing the intellectual firepower to "hold your own in an environment populated with highly successful members with great expectations" is crucially important and may be achieved by approaching it with just the right amount of sophistication. "Paying attention to the details" of maintenance, SOPs, overall member experience, staff culture and other key areas of success is critical.

The significant capital investment combined with a growing membership over the past few years has helped evolve the culture of Frenchman's Reserve Country Club as it further establishes and cements its role as "the" preeminent "smaller and more personalized" active lifestyle club and community in Palm Beach County. Helping to "manage change" associated with these improvements and new members are critical success factors of the new GM/COO. Being the proactive staff leader of the organization in this regard is hugely important.

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

- Being a naturally "positive, energized, aspirational" leader who understands the dynamics of a family-oriented club, and who can and has effectively lead diverse age demographics to "harmonious and supportive enjoyment of their club."
- Possess a deep knowledge in active club operations, with especially strong F & B skills.
- Actively participating and "thought partnering" with the Board, Committees, and contributors to FRCC's success. Ultimately, the goal is to "allow members to be members," enjoying their time and volunteer contributions, and not making operating decisions but being policy makers and strategic partners instead.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say "no" when appropriate without alienating members or staff while doing so. Being respectfully confident and "connected" to the membership and team is critical.
- Must have experience and skills in creating and implementing strategic plans; anticipating how the Club 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.
- Possessive of a strong record of selecting and developing talent in club senior leadership roles
- Financially astute and able to effectively guide a \$10M operation, likely to increase in overall revenues at the completion of the major capital plan, assuming it is approved as expected.
- A track record of results in governance/leadership partnership with active Member Boards.
- Active involvement in 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 FRCC to stay relevant and proactive for its members and staff.
- A record of success in a similar quality club that has a verifiable history of strong member satisfaction and support.

#### **INITIAL PRIORITIES OF THE NEW GM**

With the expectation that the new GM/COO will commence his/her role in late Spring/early Summer 2018, the following priorities have been identified as recommended primary focus:

- Understand, embrace, and execute the Board’s vision and strategy, with conviction, passion and energy in a manner that clearly conveys high value back to the membership. Work in clear “partnership” with the Board while doing, keeping them actively abreast of results. Getting to know each of them personally, as well as all other contributing volunteers to FRCC’s success early in the position is a critical success factor.
- Ensuring that the various capital investment projects are completed as planned, and as importantly, that the opening and operation of each new or updated amenity is done in a thoughtful, success, highly planned and anticipated manner.
- Meet and sincerely interact with and engage as many members as possible, “*be present!*” Build trust whenever and wherever possible, schedule interactive times and follow up on details. “Be involved and in charge!”
- Spend time with the team, especially senior staff in all areas of operations, getting to know them, evaluating their abilities, and aspirations, ensuring that they and their respective teams have clear expectations and accountabilities in place.
- Develop a report to provide the Board with a thoughtful “State of the Club” analysis following ninety (90) days of overview and insight. This document will be part of the ‘roadmap’ to success, staff, plan, budget and other tactics and strategies for short and longer-term goals, and should clearly spell out recommendations and opportunities to ensure “first class” delivery of a highly consistent member experience in all areas. The focus on the “First Class Experience at FRCC” expectation is critical, as is ensuring that it is seamless in its delivery in every department, all of which have complete reporting responsibility to the GM/COO.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of utmost importance to the membership and meeting a majority of members’ expectations in this area is a critical success factor. Service standards and consistent delivery thereof is an important area of focus.
- Ensure the significant capital projects currently in the planning process are on track.

## **CANDIDATE QUALIFICATIONS**

A minimum of 15 -20 years of progressive leadership/management experience preferably in a private member-owned country club residential community with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar hospitality operation.

Verifiable success in the key attributes noted above.

A demonstrable record of personal success, unimpeachable reputation, a hunger for “being the best,” recognizable and naturally articulate, because of experience and success, in communicating how and why results were achieved.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.

Credentials from the hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.

## **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff 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.

***Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary.*** Your letter should be **addressed to Michael Ferdinandi, Search Chairman and the FRCC Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why FRCC and the Northern Palm Beach County area will be beneficial to you, your family, your career, and the Club if selected.

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

“Last Name, First Name Resume” &

“Last Name, First Name Cover Letter”

(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.

For directions on how to upload your resume and cover letter [visit this page](#).

[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)

### **Search Executive:**

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