

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: THE PLANTATION AT PONTE VEDRA BEACH PONTE VEDRA BEACH, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE PLANTATION AT PONTE VEDRA BEACH

The opening at The Plantation at Ponte Vedra Beach (PPVB or Plantation) is an opportunity to join and lead one of the most desirable residential club communities in Florida! Plantation is highly amenitized (many being renovated or added at present) including a separate clubhouse on the beach and a beautiful and mature community. This homeowner's association offers a complete country club style offering and the new General Manager/Chief Operating Officer (GM/COO) will find an active and younger trending resident base, a well-regarded group of senior leaders, and a community ready for an energized, visible, engaged and proactive leader.

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

ABOUT THE PLANTATION AT PONTE VEDRA BEACH

The Plantation at Ponte Vedra Beach is just about midway between Jacksonville and St. Augustine and is the perfect compromise between enjoying the big city and the historic First Coast. Ponte Vedra Beach is considered a golfing destination and is the home to The Players Championship held every spring at TPC Sawgrass, which is within minutes of PPVB.

A Distinguished Club award winner for the third year in a row, the Plantation at Ponte Vedra Beach is the only private equity residential community in Northeast Florida to hold this status.

Members at the Plantation avail of a wealth of amenities including the recently renovated Palmer Signature design, 18-hole championship golf course redesigned by Ernie Els lead architect Greg Letsche, in addition to state-of-the-art practice facilities offering Trackman 2.0 Launch Monitor and the latest video technology.

The racquets center offers a total of seven Har-Tru tennis courts, five pickleball courts (under construction), competitive teams, and a well-stocked Racquets Pro Shop. In 2021, because of the increased popularity of the sport, PPVB added a second court to the Croquet Lawn at the Plantation Commons, and the facility was highlighted in a Wall Street Journal article in March 2019.

Located at The Beach Club, an oceanside slice of paradise and a short 10-minute bike ride from the club, members enjoy a restaurant and bar with indoor and poolside dining, a Junior Olympic-sized swimming pool, a playground, Barbeque grills, parking, and views of the Atlantic Ocean plus full access to the beach with surfboards and stand-up paddle boards available.

The 25,000-square-foot Plantation House is a gathering place and is currently undergoing significant renovations and expansion. Dining at Plantation is first class and can be found at the Lake Room, The 19th Hole, featuring a casual dining room and patio overlooking the 18th Hole, or at The Beach House. Residents have multiple choices and with the completion of the Plantation House renovation, The Beach House will see a renovation, upgrade and expansion to be completed this Spring.

THE PLANTATION AT PONTE VEDRA BEACH BY THE NUMBERS:

- Importantly, The Plantation is a homeowner's association with 577 members/residents and 25 legacy members (with a cap of 45).
- Initiation fee - \$60,000
- A 25,000 sq. ft. main clubhouse currently undergoing a major renovation/expansion project.
- Annual dues are \$14,112.

- There is one master association and no sub-associations within the community, and all property owners are automatically members of the Association.
- Capital Dues of \$160 per month
- Gross Annual Revenue – approximately \$12.0M
- F&B Volume – approximately \$1.7M (expected to increase significantly after the renovation)
- Gross Payroll – approximately \$5.5M
- Employees: Full-time Annual – 114 with some additional in the summer season (Note: PPVB is generally a year-round operation)
- Median age of membership is 65 and trending younger with nearly 300 children now living in the community.
- There are a total of 9 Board Members, each serving three-year terms.
- There are approximately 30,000 rounds of golf played annually
- There are 13 standing committees including – Architectural Review Board, Capital and Land Use, Finance, Grievance, HR and Governance which are Board Advisory as well as several GM/COO advisory committees including - Fitness, General Services, Golf/Green/Grounds, House, Human Resources, Marketing/Membership/Communications, Pickleball, Tennis, and Croquet
- The Club uses JONAS for its accounting and POS.
- The range of current home prices in the community is from approximately \$750,000 to well over \$3.0M

THE PLANTATION AT PONTE VEDRA BEACH WEB SITE: www.theplantationpvb.com

THE PLANTATION AT PONTE VEDRA BEACH GENERAL MANAGER/CHIEF OPERATING OFFICER OVERVIEW

The GM/COO at PPVB has full responsibility for all aspects of operations of the homeowner's association, which includes all traditional club activities in addition to security, residential services, and community relations. Effectively managing all resources and reporting to the President of the Board of Directors, this individual is expected to be the embodiment of an "exceptional member/resident-centric experience." Member service is at the heart of the culture of this exceptional community and the GM/COO sets the 'tone at the top' with his/her genuine and sincere care of PPVB, its members, staff, and property.

The GM/COO will be a team-building aspirational leader, providing the best service and member experience practices, while promoting an especially positive, engaging, highly responsive, and competent service culture in all operations, generally supported by doing so per a recent resident survey.

The GM/COO is expected to be an interactive, consensus-building, innovative partner with the Board and Committees, working closely with both groups as they collectively make decisions and set the vision and strategic direction for the long-term well-being of the residents and community. This is especially important with the development and finalization of the Club's significant capital renovations, **as well as the temporary facilities plan that will likely be in place for the next several months of operation.** Planning for a significant and successful reopening of facilities after renovation, most importantly in F & B operations, will be a critical success factor for the new GM/COO. Having a natural planning style, being a visionary relative to this and future projects and being proactive and creative in managing expectations and priorities is critical.

The successful new GM/COO must possess especially strong skills in building and maintaining community harmony, likely through being highly engaged and visible, approachable, and involved with both members and staff, as well as possessing adept communication skills. Further to this is a keen focus on the maintenance of club and community facilities, as well as being a natural 'service-minded' leader.

Residents recognize the enhanced continuance of an energized, well-trained, committed team delivering a highly personalized experience is critical for continued success. A sincerely engaged, personally invested, and instinctually 'front facing' style is particularly important for one's success in this role, as is being especially transparent and diplomatic. Being able to have candid, thoughtful, and respectful discussions with members while being available and naturally approachable is important, as is providing the Board and Committees with thoughtful insight and recommendations. Additionally important is the creation and execution of a well-considered performance management structure for the senior staff, wherein clearly defined and measurable goals and objectives are developed to support community goals.

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

- Possessing a personality that is genuine, positive, and upbeat and one that projects attractive qualities that puts people at ease. The GM/COO should be able to inspire and motivate others and earn the respect of the members and employees as well as the community (both internal and external) at large.
- Being a “hands-on” interactive leader who directly monitors the operation and mentors the staff each day; someone who recognizes and embodies the details necessary for consistency of service and high levels of satisfaction in all operations and amenities. The ability to set clearly defined goals and objectives and hold people accountable for results in a performance management system without being viewed as a micromanager while doing so.
- Effective management of a solid and mostly veteran group of GM/COO direct reports is key to ensure loyalty and continued cohesiveness within the leadership team.
- Being adept at managing transitions, both in the role one is taking on to minimize disruption, but also as it relates to organizational dynamics both internally to the team and with regard to changing needs within the community.
- Being generous with their time for others, sharing their experience, knowledge of the club, and hospitality profession. Being a thoughtful and active listener as part of very well-developed communication skills is critical.
- Possessing the natural “art of seeing something....” and then either executing a plan to improve, add, eliminate, or rally for whatever it is; essentially being naturally “aware” and “proactive” with very strong attention to details relating to maintenance and care of facilities, presentation of amenities and the community, and consistent standards of service delivery.

KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING

The following priorities have been identified as recommended primary focus:

- PPVB functions at a good level of service delivery at present; a successful outcome will include understanding and embracing the culture of PPVB and quickly developing relationships with residents and staff. Work closely and focus on significantly engaging with key and mostly long-tenured staff members.
- Be “present” and positively approachable where needed to develop strong member and staff trust and confidence; approachability, follow-up, and candid, respectful, and personal interactions with members are key. Being engaged and an effective part of every operating department is critical, as is becoming the ‘fresh eyes’ face of PPVB!
- Develop the President, Board, and Committee relationships, working to create a strong bond and communication exchange of diplomatic openness.
- Significant insights into the Plantation culture & member expectations can be gleaned from the President, the Board and the Committee leaders and members.
- Quickly understand the amenities improvement plan (AIP), anticipate how logistics for operation are planned, and build a GANTT chart with the appropriate staff and committees to ensure successful timing and execution of the reopening of each AIP renovated amenity.
- 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 operations.
- Immerse into Plantation’s financial and business plans to fully understand the history and model for success. Inspect all PPVB facilities with a keen eye for maintenance and organization, developing a game plan to ensure that back-of-house areas, infrastructure systems (on existing buildings), and SOPs to maintain them are in place.
- Ensure open communication with the committee members as they are a significant line of communication to and from the members.
- Manage the F&B amenity and menu to maximize the Member experience. Effectively balance the interrelation of budget vs quality of food and beverage

CANDIDATE QUALIFICATIONS

- Ideally, a minimum of 7 - 10 years of progressive leadership/top-level general management experience in (preferably) a private member-owned country club, ideally within a residential community with significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a true “COO-like” model and taking ownership, accountability, and responsibility while doing so are verifiably necessary traits and experiences.

- A history of treating residents, staff, and business associates with great respect and consideration always taking the high road in times of conflict.
- A history of professional development, as well as furthering the professional education of the staff.
- A true, confident, diplomatic, and competent club or hospitality industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees, with a proactive approach to relevant, highly transparent governance and leadership methodology.
- Knowledge and ability to utilize appropriate and relevant technology tools for modeling and monitoring business activities and outcomes. Technologically proficient and recognizing of best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- Naturally outgoing, energized, motivated with an authentic style and a true servant's heart.
- Prior experience in coordinating and overseeing complex capital improvement projects.
- 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.
- A motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism. A "great listener."
- Possess a strong network of industry professional relationships to allow for relevant and necessary outside contributions, when and where appropriate, to ensure that PPVB remains a highly desirable and sought-out community.
- A history of creative use of multiple F&B venues.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A bachelor's degree is preferred with a focus on Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM or CCE are encouraged but not required.
- Possessing a CAM license or obtaining one within a reasonable period of time is necessary as the community functions under Florida 720 Statutes.

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 offers an excellent bonus, 401(k) and benefits 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 Michael Slattery, President, and the PPVB Search Committee and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career, and why PPVB and the Jacksonville, FL area will be beneficial to you, your family, your career, and the community if selected.

You must apply for this role as soon as possible but no later than June 23, 2023. Candidate selections will occur in early July with first Interviews expected in mid-July and second interviews a short time later. The new candidate should assume his/her role as soon as reasonable following selection, understanding appropriate notice and relocation is likely necessary.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – Plantation PV"

(These documents MUST 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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