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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: DEERING BAY YACHT & COUNTRY CLUB CORAL GABLES, FL

GENERAL MANAGER/CHIEF OPERATING OFFICER AT DEERING BAY YACHT & COUNTRY CLUB

Deering Bay Yacht & Country Club (DBY&CC) is seeking a General Manager/Chief Operating Officer (GM/COO) who will partner with its Board of Directors to consistently deliver a premier experience in every aspect of the Club and its amenities. The new GM/COO will lead all Club operations including its activities and the relationships between the Club and its Board of Directors, members, guests, employees, and the community. The ideal candidate will possess exceptional leadership skills and strong financial acumen with an ability to engage members and employees at the highest level.

Located in Coral Gables, Florida, near Miami, the Club is focused on delivering one of the most exceptional world-class South Florida private club experiences you will find. The Club has a diverse multicultural membership that sports high member utilization. This will be an exceptional opportunity for a seasoned leader who is comfortable and experienced in a COO role. The Board of Directors wants to empower this individual to lead the team and be a thought partner in deciding the strategic direction of the Club, while at the same time being a mentor to the senior management team and helping create an environment that will foster longevity in the key management positions.

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

DEERING BAY YACHT & COUNTRY CLUB AND THE AREA

Deering Bay Yacht & Country Club, located in the striking setting of Coral Gables along Biscayne Bay, offers an unparalleled experience for its members. Boasting a stunning 18-hole, par-71 Arnold Palmer Signature Course, it stands as a testament to world-class golfing. Named by the legendary Arnold Palmer himself as one of his top 16 courses, it promises an exceptional golfing experience amidst breathtaking views.

However, the club's offerings extend far beyond golf. With fine dining that showcases artfully prepared cuisine in a relaxed atmosphere, members are treated to an unparalleled culinary experience. Fresh daily catches from the sea that will truly give you a taste of the bay. Farm-to-table produce from our 1,000-square-foot Organic-Style Garden enhances the Club's cuisine. An exclusive wine cellar where members may secure private vintages or samples from our exceptional international collection. A bar featuring world-class spirits from the iconic Louis XIII to the trendy classic Azul Tequila.

For those seeking recreational activities beyond golf and dining, Deering Bay doesn't disappoint. The new "19th Hole" pool-side bar, seven Har-Tru clay tennis courts, three pickleball courts, a Kids Club, a fitness center, a yoga studio, a junior Olympic-sized pool, and great social events. Within walking distance of the clubhouse are three private, deep-water marinas offering dockage space for vessels from 25 to 120 ft. in length (managed by third parties, not the club). Moreover, the club hosts a variety of social events catering to all ages, fostering a sense of community among its members. As the only gated golf community in Miami-Dade County, it provides exclusivity and access to a lifestyle that epitomizes the essence of South Florida living.

CLUB IMPROVEMENTS

Recently, the Club embarked on a project to modernize and renovate the clubhouse. The clubhouse renovation project was broken down into different phases.

The first phase of the clubhouse renovation project, \$7.5M finished in 2023 and included conversion of the living room and bar area into a new restaurant and bar area; expansion and renovation of the gym with all new state-of-the-art equipment; building of 19th Hole bar & grill and kids room, renovation of kitchen; replacement of AC units; painting of clubhouse and windows; modernization of IT, security systems, and sound system; and expansion and renovation of parking lot.

The second phase, \$3M, due to be completed at the end of 2024, includes renovation of the clubhouse courtyard, new FF&E; renovation of pool and pool deck with all new FF&E; renovation of dining rooms; bathrooms throughout; administrative offices with new furniture; library; installation of new artwork; construction of a new splash pad, retiling of main floor; replacement of on course bathrooms roofs and guardhouse roof and awning; preliminary renovations to the ladies locker room; enhancements to new restaurant and bar area, including installation of sound absorbing materials; leveling and reinforcement of on course bathrooms' foundations; and installation of hurricane resistant screening for the 19th Hole.

The goal is to commence the third phase of the renovation project by this summer. This phase is expected to take more than a year to complete, and the details are still being worked out. In addition to the clubhouse renovations, the club has engaged Rees Jones to develop a master plan to renovate the golf course. It will include elevating some areas out of the flood zone, completely new drainage and irrigation, total re-grassing, and new bunkers, at a projected cost of \$12M - planned for spring of 2026. The desire is to make the renovated golf course the envy of other clubs in the area with brand-new vistas to Biscayne Bay.

After the clubhouse and golf course renovations, Deering Bay will be a truly unique club facility making it highly desirable to join and be part of its community.

DEERING BAY YACHT & COUNTRY CLUB BY THE NUMBERS

- 497 Members in total
- Current Initiation Fee – Full Member: \$200,000
- Annual Dues – Full Member: \$19,496
- Rounds of golf annually: approximately 26,500
- Approximate Gross Volume: \$13.7M
- Approximate Annual Gross Dues Volume: \$8.9M
- Approximate F&B Volume: \$2.3M
- Approximate Annual Payroll Volume: \$5.3M: Employees – FTE: 156
- Club POS Systems: Jonas
- The club is operating as a for-profit organization for the benefit of the member-owned club
- Committees: Finance, Golf & Greens, House, Membership, Legal & By-Laws, Tennis/Pickleball/Fitness, Grievance
Ad Hocs: Land Lease, HR, Golf Course Renovation, Maintenance, Club Management
- 9 Board Members with 3-year terms
- Average age of members: 60 and trending younger

DEERING BAY YACHT & COUNTRY CLUB WEBSITE: www.dbycc.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO will lead the management team, many of whom are new to the Club, has and have formed a strong bond during their short time together. This individual will be the face of the Club to the membership and Community and be the charismatic leader who sets the tone that all look to for delivering modern management “best service” practices daily member experience while promoting a positive, engaging, responsive, “team-based” and highly competent service culture in all operations.

The General Manager reports directly to the Board of Directors of the Club. As the senior management leader on the property, the General Manager is expected to provide active leadership to the management team, be responsible for overseeing all aspects of the operations of the club, monitor and adjust financial performance, and provide guidance to the Board on governance matters.

Qualified candidates will thrive in a hospitality environment, will have a strong financial background, and be highly focused on providing superior service for members and their guests. Prior experience with club renovation projects and re-positioning is highly desired.

Directly manages the club management team that includes the Director of Golf, Director of Golf Course Maintenance, Director of Membership Marketing, Director of Membership Services, Controller, Director of Food and Beverage, Director of Tennis, Director of Fitness, and Director of Maintenance.

The successful new GM/COO at Deering Bay Yacht & Country Club will need to possess especially strong skills in “mentoring” and “holding accountable” senior staff and a group of meaningfully engaged and well-regarded employees who are looking for that type of leadership as well. Residents and membership have a high regard for its staff but recognize that the enhanced continuance of an energized, well-trained, committed team is critical for continued success. A sincerely engaged, personally invested, and unpretentious instinctual style is particularly important for one’s success at Deering Bay Yacht & Country Club.

KEY ATTRIBUTES, CHARACTERISTICS, AND STYLE OF THE SUCCESSFUL NEW LEADER INCLUDE:

- Honesty, straightforwardness, integrity, accountability, leadership, and dedication. He/she should be able to inspire and motivate others and earn the respect of the members, employees, and the community at large.
- Eminently professional in all that he/she does and with a “servant leader heart” and “gravitas” that is naturally attractive to cause staff to support and members happy and engaged.
- Being creative, innovative, and mission-oriented; anticipating how the Club and Community continue to evolve is important, as is being actively ‘networked’ in the industry to the point of being at the forefront of trends in clubs, communities, real estate, and economic cycles.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so. Confidence balanced with appropriate humility is critical.
- Actively participating and “thought partnering” with the Board, Committees, and contributors to DBY&CC’s success.
- Proactively leading the “Team” of highly qualified and (many) newer-tenured Senior Staff with a highly transparent and uplifting style. Someone who naturally causes all members of the Team to recognize and support a “One Deering Bay Yacht & Country Club” mindset that delivers a seamless and comfortable member and guest experience.
- Being innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Possessive of a sense of “Quality Consciousness” concerning every part of Deering Bay’s operations and be very visible, as well as naturally open, engaging, and approachable to the membership and staff.
- Develops, manages, and implements long-term/strategic, capital and business plans, operating reports, and general policies and procedures for the club.

MANAGEMENT AND LEADERSHIP FUNCTIONS AND RESPONSIBILITIES:

- Coordinating and administering the Club’s policies as defined by the Board of Directors.
- Responsible for developing accurate annual budgets for each direct report department. Coordinates the preparation of the Club’s comprehensive annual business plan with all departments. Collaborates and assists key managers with developing, monitoring, and achieving business and operations.
- Ability to review revenues and costs, taking corrective action as necessary, implementing, and monitoring all Club and Community financials, while assuming responsibility for accuracy, timely review, and accountability for the overall adherence.
- Developing and leading a top-quality proficient management team to drive business results, operating each functioning department within established guidelines, actively coaching, instilling team accountability, and rewarding successes.
- Managing the development of the Club and Community’s strategic and annual business plans.
- Developing, maintaining, and administering a sound organizational plan; initiating improvements as necessary in conjunction with Human Resources as it relates to personnel.
- Securing positive strategic networking opportunities within the industry via associations or affiliates as reasonable to further elevate Deering Bay Yacht & Country Club’s “brand.”

- Actively interacting and fostering a feeling of “belonging” within the community to enhance the prestige of Deering Bay Yacht & Country Club, broadening the scope of Deering Bay Yacht & Country Club’s public obligations as a participating community member through its Foundation and other means.
- Serves as main club liaison related to renovation projects, including interfacing with all stakeholders, and keeping the Board informed of progress.
- Leads regular department head meetings and financial review meetings aimed at ensuring coordination of all areas of the club and addressing pending issues as a team. Promotes active communication in all areas, collaboration and
- Maintains close contact with members daily to ensure member satisfaction expectations are exceeded. Oversees the resolution of member, guest, and employee feedback and challenges promptly.
- Ensures the highest standards are achieved by adhering to proper operating procedures in all related.
- Proven leadership and experience in ensuring that the team exceeds member expectations in the F&B department, oversees the management team responsible for delivering an excellent F&B experience that appeals to members for a la carte, events and
- Oversees the execution of a strategic membership program designed to maximize total membership count and membership dues revenue. Monitors sales and marketing results to ensure goals are met. Supports and guides the team with the creation of programs to promote the facility’s services to potential.
- Ensures Club is operated by all applicable local, state, and federal.
- Ensures compliance with purchasing policies and procedures and that the club is benefiting from Troon vendor relationships and national.
- Oversees the care and maintenance of all club physical assets and facilities. Oversees the coordination of property-wide maintenance efforts between the building management department and senior.
- Reinforces with key department heads the need for training programs to include but not limited to member service, food, and beverage service training, train the trainer programs, safety, and other training.
- Monitors the Club’s overall safe-work practices, coordinates ongoing safety education programs, and ensures compliance in all departments. Emphasizes prevention through training, inspection, and prevention.
- Develops and maintains a positive management philosophy to guide personnel toward optimal operating results, employee morale, and member satisfaction. Reviews policies relating to personnel actions & training along with professional development.

CANDIDATE QUALIFICATIONS

- Minimum of 5 - 10 years of progressive leadership/top-level general management experience in (preferably) a private member-owned residential country club.
- Significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive, and relevant operation.
- The Club will consider well-mentored AGMs from similar operations, or regionally or nationally recognized club operations where strong mentoring has occurred.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A BS or BA degree from an accredited college or university, preferably in business or hospitality management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE, CMC, or PGA are encouraged but not required.

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 and benefits package including association membership.

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 Mr. Domingo Moreira, Deering Bay Search Committee Chairman, 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 DBY&CC and the Coral Gables, FL area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than Wednesday, April 10, 2024. Candidate selections will occur mid-April, with first Interviews expected in early May 2024 and second interviews a short time later. The new candidate should assume his/her role in mid to late June 2024.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Deering Bay”

(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 Bethany Taylor: bethany@kkandw.com

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