

# KOPPLIN KUEBLER & WALLACE

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## GENERAL MANAGER OFFICER (GM) PROFILE: HIDEAWAY BEACH ASSOCIATION MARCO ISLAND, FL

### THE GENERAL MANAGER OPPORTUNITY AT HIDEAWAY BEACH ASSOCIATION

Hideaway Beach Association, also referred to as Hideaway Beach Club or Hideaway, is located on the Gulf of Mexico on Marco Island, Florida and is a private, gated, member-owned community, established in 1979 as a PUD and comprising more than 300 acres of property, half of which are wetlands and conservancy, makes Hideaway home to the world's largest concentration of native Florida Live Oak trees.

The new General Manager at Hideaway will lead an active lifestyle beachside community with a wide array of amenities, activities and programs for its member residents. Hideaway is a 'bundled' community in that all residents are member owners of the Club. At times, one is a city manager, a mayor and/or a traditional club manager; being able to seamlessly shift focus and balance expectations, priorities and input is critical. The key to success following an 11-year tenured departing GM is to be a true "partner" with the Board, being an active leader to the Team, a balance of a number of whom are long tenured in their roles as well as many new ones needing mentoring, and being an approachable visionary, engaged and essentially "own" all aspects of the role!

Community and club responsibilities include traditional F & B operations, coastal side activities, typical country club recreational activities, security oversight, community management and maintenance, and being sensitive to the environmental protections and requirements based on location while helping lead the club to a robust future! Active involvement and taking the lead in the development of a strategic plan and capital reinvestment strategy is critical.

This is a tremendous opportunity to make a great, immediate positive impact by being an active participant in helping to design and implement an organizational structure to ensure long term, high engagement and satisfaction success for an especially appealing and well positioned club community.

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

### ABOUT HIDEAWAY BEACH ASSOCIATION

**Mission Statement:** *"Hideaway Beach is dedicated to creating a sense of community among its members by providing the highest quality services and facilities within a secure living environment in a fiscally responsible manner, while fostering an effective working relationship with the City of Marco Island and Collier County. We are committed to preserving and protecting Hideaway Beach's unique natural beauty while advancing it as one of the finest residential communities of its kind."*

Situated directly on the Gulf of Mexico the Hideaway Beach Clubhouse, is home to fine dining and social activities. The 22,000 square foot Clubhouse boasts several dining options for its members from casual dining at the beachside Sand Bar, cocktails in the Sunset Lounge, or a multi-course meal in either the Grille Room or Gulfview Room, the dining and socializing opportunities are countless.

The Sports Center, a 13,000 square-foot facility, houses a Fitness Center, Pro Shop, therapeutic massage room, men's and ladies' locker rooms, multi-functional rooms for member activities and an oversized covered deck. Surrounding this complex are nine Har-Tru tennis courts, a nine-hole executive golf course, croquet court, two pickleball courts and two very active bocce courts. The Club also offers a pool and spa deck that overlooks the Gulf of Mexico and beachfront lined with chickee huts and relaxing chaise lounges.

Many choose to call Hideaway Beach Club home because of its pristine grounds. In an effort to maintain the harmony and natural character of the community the Architectural Review Committee oversees all construction within Hideaway.

There are multiple distinct sections to the community---Royal Marco Point I - 11 beach cottages and 119 beachfront residences; Royal Marco Point II - 112 beachfront homes in a 9 story, mid-rise condominium; Royal Marco Point II - 7 story condominium with 78 units; The Villas - 6 luxury beach villas; The Habitat - 52 low rise condominium units in a four-building complex on the golf course. There are approximately There are additionally over 160 single family homes, many along the beach and approximately 80 remaining lots, with the past few years seeing a significant number of single-family homes built or being built.

#### **HIDEAWAY BEACH ASSOCIATION BY THE NUMBERS:**

- The Club enjoys an annual operating budget of nearly \$10.0M
- F&B operations revenues are approximately \$2.2M annually - 35% from banquet/catering
- There are approximately 624 members, with membership a requirement of home, lot or condominium ownership
- At present, there are no initiation fees; dues are \$12,796 annually.
- There was a \$7,000 Capital Renovation Assessment to fund an upcoming \$6.0M+ clubhouse renovation
- There are approximately 111 full time and 40 part time or seasonal employees.
- There is a total of 9 Board Members, each serving three-year terms.
- At present, there are 14 standing committees including ARC, Finance, Environment, Strategic Planning, Governance, Talent & Compensation, HB Taxing District, Communications, Community Relations, Facilities, Recreation, Road Map, Social and Summer Social
- There are approximately 11,400 walking rounds played annually on the executive course
- The community is organized as a not for profit, Florida HOA subject to appropriate Florida statutes
- The Club uses JONAS as its POS and accounting system and MembersFirst for the website

**HIDEAWAY BEACH ASSOCIATION WEB SITE:** [www.hideawaybeachclub.org](http://www.hideawaybeachclub.org)

#### **GENERAL MANAGER POSITION OVERVIEW**

The GM at Hideaway has full responsibility for all aspects of operations of the Club and Community, effectively managing all resources and reporting to the President of the Board of Directors and is expected to be the embodiment of an “exceptional member-centric experience.” The GM will lead the management team, many of whom have years of tenure at the Club, be representative of modern management “best service” practices, while promoting a positive, engaging, responsive and highly competent service culture in all operations.

He/she is expected be an interactive “thought partner” with the Board and Committees, working closely with both groups as they collectively make decisions and set strategic direction for the long-term well-being of the residents and membership. Like many club communities, Hideaway has some new, younger members with families and the balance of tradition with relevance to today’s member needs and expectations is a critical success factor. Overall, there is a strong sense of community among the membership, regardless of age or family unit, and the new GM is expected to be a strong advocate of keeping the operation relevant to all segments.

The successful new GM at Hideaway 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 recognize that the enhanced continuance of an energized, well-trained, committed team is critical for continued success.

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, earn the respect of the members and employees as well as the community at large.
- Managing the development of the Club and Community’s strategic and annual business plans, ensuring that regular reviews and evaluation of strategies occurs. As noted earlier, a key priority and success factor is taking the lead in developing a multi-year, rolling strategic and capital plan.
- Possessive of 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.”

- Being creative, innovative and mission oriented; anticipating how the Club and Community 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.
- Naturally outgoing, conversant, approachable, respectful and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so; “having a backbone” is important in standing behind one’s convictions and recommendations. *Possessing a natural “gravitas” is one of the most important characteristics of the new GM, as well as being “present” throughout the Community for both members and staff.*
- Installing a performance management system that leads to clarity of roles and expectations is necessary.
- Possessive of a sense of “Quality Consciousness” with respect to every part of the Association’s operations and be very visible, as well as naturally open, engaging and approachable to the membership and staff.
- Understanding that this is a unique and diverse operation that combines traditional elements of club management with a true homeowner’s association that requires an even higher level of empathy, authenticity, and responsiveness.
- Proven team building leadership qualities are desired with demonstrated ability to plan, direct, coordinate, facilitate and manage all facets of a full-service community, including working with volunteers contributing to Hideaway’s long-term success. As well as being very “forward looking” in his/her efforts.
- Understanding and embracing the values and original vision of Hideaway; protecting its natural environment, recognizing the importance of view corridors, etc.; essentially understanding what the 300 acres of property are all about and what is necessary to maintain a pre-eminent status. Additionally important is having a natural enthusiasm for the environmental sensitivities of Hideaway, proactively understanding and leading the protection of this unique ecosystem, establishing strong relationships with various regulating entities for preservation and maintenance. Balancing municipal requirements, Florida laws, County, FEMA and other governing bodies is critical.
- Specific responsibilities include financial planning and control, property management and residential services, food and beverage operations, recreational amenities operations, programming and activities planning, security, architectural review and overall association management. Strong leadership and skills in establishing consistently high levels of “experience” execution are critical, especially within the F & B operation, and ensuring the highest standards are consistently met for food, beverage, sports and recreation, and entertainment.
- The Board and membership have made a commitment and established the expectation of having one of the finest coastal residential communities of its kind in the Southwest Florida and the person selected will assume responsibility for achieving and maintaining this goal, at times compelling the Board to action.
- The new GM should be “confident yet humble and an astute listener with a bias for action and decision-making” while also having “patience and common sense.” He or she must have the ability to engage meaningfully with both the members and the employees to execute on day to day operations and ensure that the long-term strategy is attained. The ideal candidate must also demonstrate flexibility and a strong interest in challenging existing practices; always possessive of a mindset beyond “this is the way we have always done it” will help to ensure a consistent evolution to excellence within all Hideaway activities and functional areas.
- Developing and leading a top-quality proficient management team to drive business results, operate profit centers within established guidelines, actively coaching, instilling team accountability, and rewarding successes.
- Developing, maintaining and administering a sound organizational plan; initiating improvements as necessary in conjunction with Human Resources as it relates to personnel recruitment, retention and development.
- Securing positive strategic networking opportunities within the industry via associations or affiliates as reasonable to further elevate Hideaway’s “brand” and ensure forward thinking and trend awareness.
- Leading, developing, participating and supporting organizational efforts to achieve strategic goals as established for marketing of the Community to help ensure appreciation of property values.

#### **CANDIDATE QUALIFICATIONS**

- A minimum of over 10 years of progressive leadership/management experience in (preferably) a private member-owned residential lifestyle club community with significant, multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar dynamic, large-scale operation. Leading in a true “CEO-like” model and taking “ownership,” accountability and responsibility while doing so are verifiably necessary traits and experiences. Having current or prior experience in leading HOA operations is desirable to complement exceptionally strong hospitality and leadership skills. *Ideally, having led these operations in a coastal environment is strongly desired.*

- Naturally outgoing, energized, motivated with an “authentic” style and a true “servant’s heart” and “able to build consensus and support through thoughtful educational communications.”
- 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.
- Working and verifiable knowledge of strong procedural programming; the ability to define and institutionalize process and procedures (SOPs) on a consistent basis throughout Hideaway is very important, especially as existing amenities and programs are consistently evaluated and enhanced. Continued development and execution of Performance Standards and Performance Metrics is necessary.
- Technologically proficient and recognizing of best practices use of technology to improve ‘high touch’ service delivery to members, and ensuring relevant technologies are in place.
- Someone with a history of innovation, new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency and overall relevance to current and future members.
- A true, confident, diplomatic and competent club industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- Preferably, a college graduate; Business Management majors preferred. Commitment to on-going personal development regardless of what stage they are in their career and hold a CAM, CCM or equivalent designation.

#### **SALARY AND BENEFITS**

An appropriate salary, commensurate with qualifications and experience will be offered. The Club offers an excellent performance bonus and benefit package, along with the typical CMAA and other professional benefits.

#### **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 Tom Cataldo, Search Chairman, and The Hideaway Beach Association Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why Hideaway Beach Association and the Marco Island, FL area will be beneficial to both you and the Club if selected.

***You must apply for this role as soon as possible but no later than Friday, April 24, 2020. Interviews will occur in mid-May with a final selection of the new General Manager likely made before Memorial Day.***

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

**“Last Name, First Name - Resume” &**

**“Last Name, First Name - Cover Letter – Hideaway”**

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are unable to add additional documents.

[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)

#### **Lead Search Executive:**

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