

## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: BEAR'S PAW COUNTRY CLUB NAPLES, FL**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) OPPORTUNITY AT BEAR'S PAW COUNTRY CLUB**

Our Firm had the good fortune of working with Bear's Paw Country Club (Bear's Paw or BPCC) six years ago to recruit their General Manager/Chief Operating Officer (GM/COO) and after helping the Club through a major golf course renovation and new clubhouse build; he is moving to a larger club with a 36-hole course nearby, leaving Bear's Paw in excellent condition for his successor. The Club has been the recipient of many accolades and recognitions regarding the outcomes of both projects and has seen tremendous support from its membership; the future is very bright for Bear's Paw!

Located in one of the most ideal locations in the Naples market, Bear's Paw, with 327 members, is a smaller, more personalized environment than many of its mega-club neighbors. Consequently, we are looking for an energized, innovative leader who sincerely and intuitively enjoys high 'front facing' interaction with member and staff, and who appreciates the relationships that are prevalent in a club community like BPCC. With nearly every aspect of the amenities being new or recently renovated, the new GM/COO will be coming into an environment with a respectful, supportive membership mostly made up of upper Midwesterners, and Northeastern U.S. and Canada markets. Actively engaged in their Club, the members are excited about a heightened level of services and experiences to match their new clubhouse and have fully supported the GM/COO concept, scaled to a club community of this size.

Bear's Paw is an ideal situation for an active, motivated, naturally engaged leader with strong organizational and team development skills, F & B and financial acumen, and the ability to be a true operational leader and strategic partner with the Board of Bear's Paw.

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

### **BEAR'S PAW COUNTRY CLUB**

Bear's Paw Country Club is an exclusive, intimate community located just minutes from the heart of Naples, FL. The official ribbon cutting ceremony for the golf course was held December 3, 1980 with Jack Nicklaus doing the honors at the 18-hole course whose name is an obvious reference to the "Golden Bear". The club members enjoy golf and social activities in the tranquil environment with easy access to everything Southwest Florida has to offer.

In 2015, the club celebrated its 35<sup>th</sup> anniversary with the renovation of the entire golf course overseen by Jack Nicklaus and was quoted as saying "Bear's Paw is one of the most unique golfing communities in the nation" and described the Signature Golf Course as "one of the most playable, yet challenging and fun courses" he's been a part of.

In 2019 Bear's Paw built a new, 30,000 sq. ft. clubhouse and a 3,400 sq. ft. fitness center. The clubhouse provides members multiple dining spaces and patio areas, an exceptional indoor/outdoor bar, a top end kitchen and staging areas, locker rooms and quality administrative space. The modern fitness center offers regular group classes as well as multiple personal training opportunities. The racquets program offers 4 Har-Tru tennis courts and will soon be upgrading the pickleball and Bocce courts. Members also enjoy easy access to both off-shore and in-shore fishing with on property boat slips and a boat ramp, located in an area currently slated for expansion and greater usage.

**BEAR'S PAW COUNTRY CLUB BY THE NUMBERS:**

- Approximately 327 members in all categories
- Annual Dues for a Golf member are approximately \$12,500
- Initiation fees for a Golf member are \$50,000
- Projected Gross revenues for 2021 are approximately \$6.15M
- Projected Annual dues volume for 2021 is approximately \$4.1M
- Projected Food and beverage revenues for 2021 is approximately \$710K (down due to COVID)
- Bear's Paw employs approximately 75 staff in-season and approximately 55 in the off season
- The Club's Board is comprised of 9 members each serving three year terms, with a maximum of two consecutive terms of service.
- Bear's Paw Country Club is a 501(c)(7) tax-exempt, not for profit, corporation
- The average age of members is 69 and trending lower
- The Club has a \$1,500 annual food minimum charge
- With the recent clubhouse renovation, there is a \$2,400 annual capital charge
- The Northstar software system is used for POS and club accounting.
- There are a number of active committees including: Common Grounds, Golf, Social/Activities, House/F&B, Membership & Marketing, Finance, Green, Strategic Planning, Fitness & Recreation, Governance, Nominating.

**BEAR'S PAW COUNTRY CLUB WEBSITE:** [www.bearspawcc.org](http://www.bearspawcc.org)

**GENERAL MANAGER/CHIEF OPERATING OFFICER JOB DESCRIPTION**

The Club has subscribed to a strong GM/COO Model of operational leadership and Board Governance and is looking to further strengthen this model to continue to allow members to be 'members'! The Board is clearly of the mindset to be supportive and "advisory" to operations, as are Committees, but that outcome is also earned by developing trust from making informed decisions, employing strong and thoughtful communications and be easily approachable and engaging.

The General Manager (GM) serves as the Chief Operating Officer (COO) of the club reporting to the Board of Governors directly through its elected Board President. The GM/COO adheres to the club's bylaws, strategic plan, rules, policies, and philosophy, as promulgated by the Board of Governors. GM/COO is responsible for, among other duties as may be assigned, delivery of consistently premier Member and guest services, security, maintenance and preservation of club assets. Within authority granted by the Board of Governors, through its President, the GM/COO represents the club to and within the community and the private club industry.

He/She is responsible for defining and recommending the strategies and tactics necessary to annually achieve the Club's goals, which are established by the Board and to ensure the Team has a very clear path and direction. Specific emphasis on consistently enhancing the lifestyle experience for the Members and their guests is of primary importance. He/She is responsible to manage all of the key assets (physical and staff) including all amenities, food and beverage, and membership marketing to ensure they are consistently regarded among the 'best in class' service execution and delivery for a club community of the size and culture of Bear's Paw. Ensuring that an enhanced performance management system is in place and guiding efforts is important.

Of the utmost importance to the long-term success of the Club, the GM/COO must have demonstrated the ability to proactively drive innovation, quality service and execution enhancements, and the overall strategic initiatives of the Club. Strong F & B skills and execution abilities, along with a strong front facing nature is critical. With the recent major reinvestments into Club amenities, expectations are heightened and enhancing a culture of consistent innovation, personalization of the member experience and ensuring that BPC is a strong 'employer of choice' in a crowded area of clubs is important. The GM/COO must be a natural "team player" and cannot be someone who is most comfortable in the office administering from afar. The classic "management by walking around" style is likely the most successful for the new GM/COO.

The GM/COO is expected to provide leadership to the Board, Committees, Members and Staff, and actively engage in the local community to ensure strong relations with necessary municipal authorities.

He/She oversees the development of programs, events and activities at the Club and recognizes the need to lead in anticipating the majority of members' interests, while, at the same time balancing the Club's business and financial objectives. Helping to define and then meeting annual tactical and strategic goals and expectations while at the same time keeping high levels of member satisfaction levels is critical to the GM/COO's success. He/She will be leading all aspects of the organization and will need the courage to make necessary and sometimes bold decisions in the best interest of the Club, even if it means pushing the Board for actionable decisions. As noted, food and beverage operations, like at most clubs, are of critical importance to membership satisfaction, and will continue to be a primary focus of the new GM/COO. At the same time, golf and its overall experience is a primary foundation of the club experience and having strong knowledge of this operation, and actively leading its success is very important.

The GM/COO must "fill not just occupy their position," but will be expected to be the clear face of BPCC. The Club is viewed as one of the premier small residential club communities in the area and its reputation must be maintained through consistent focus on priorities, goals and objectives that have been mutually established and reviewed in conjunction with the Board of Governors. Developing and mentoring an effective and dedicated team of professionals, ensuring consistent operating standards and execution, and overall leadership within the organization is of paramount importance to achieving these goals.

Ultimately, the GM/COO at Bear's Paw Country Club is responsible for results. The Club is desirous of having the right "fit" and the most effective and results-oriented inspirational leader who sincerely understands and appreciates the Naples area, is committed to the Club and its mission, and is intuitively engaged and sincerely involved and approachable to members, guests and staff.

Direct reports to the General Manager/COO are: Membership & Marketing Director, Executive Chef, F & B Director, Head Golf Professional, Course Superintendent, Clubhouse Manager, Fitness & Recreation Director, and CFO.

#### **KEY CHARACTERISTICS**

A key requirement is to be able to work proactively with the Board and Club Committees who in turn will keep the GM/COO focused on key goals and objectives that benefit the long-term well-being of the Club.

There is a great team and "family" culture at BPCC, which is highly valued by staff and members. Continuing to build on this culture will enable the GM/COO, together with the leadership team, to creatively develop the "wow" factors of an enhanced member experience matching the heightened expectations commensurate with the new amenities.

The Board is looking for a "partner-like" mindset from its GM/COO to take a strong role in running the Club, to be out in front of issues, and to provide them with solutions. The ability to execute plans and achieve a shared vision will be the key to success in this position.

Outstanding communication skills, both written and verbal, are essential! Additionally, as the primary communicator of most of the information at the Club, a keen ability to listen, engage, build trust, and be highly approachable is also of critical importance.

Other key attributes, characteristics and style of the successful new leader include the following:

- Anticipation and communication skills to help ensure the Club will evolve and be at the forefront of trends in clubs.
- A confirmed and demonstrable positive personality and nature, and with exceptional and verifiable team building skills.
- A master 'orchestrator' of all operations, keeping a highly collaborative team of professionals working together with common goals and consistency of efforts throughout the club organization.
- A keen understanding of club culture and how it relates to be a key differentiator at BPCC compared to most other clubs; how members and staff are treated and behave is a foundational value of the Club.

- Innately understanding, empathetic, reliable, and relatable to members and staff at all levels, but also able to embrace the long-standing culture of BPCC and to ensure that he/she is a keen “protector” of such, while also ensuring an evolutionary relevance to it (not being an agent of change!). As noted, BPCC prides itself on its “family” values with both members and staff; it values the many long tenured team members the Club enjoys who positively contribute to a very consistent, engaging environment.
- Outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so.
- Strong financial acumen, detail-orientation to “see” things needing attention, and operations, systems, and facilities expertise.
- Attract, retain, and develop staff at every level, while setting clear accountabilities and standards, and recognizing his/her role as the “tone at the top” representative of BPCC and its culture. A strong ‘mentoring’ mindset and natural style; on-going professional development is important to the team and supported by the volunteer leadership of the Club.

#### **CANDIDATE QUALIFICATIONS**

- A minimum of 5 - 7 years of progressive leadership/management experience, preferably in a golf and family-centric, private member-owned country club with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar hospitality operation.
- True ‘rising stars’ from the club industry who have been verifiably well-mentored, or those hospitality industry managers who come from top quality environments and who possess outstanding relationship skills will also be considered.

#### **EDUCATIONAL, CERTIFICATION AND OTHER QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management or Business.
- Credentials from the hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development are desired.

#### **SALARY AND BENEFITS**

An appropriate salary, commensurate with qualifications and experience for the desired BPCC 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 Mr. Michael Fitzgerald, President, and the Search Committee at Bear’s Paw Country Club**, and clearly articulate why you want to be considered for this position at this stage of your career and why Bear’s Paw Country Club and the Naples, 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, January 22, 2021. Interviews will occur in early February with a selection before the end of the month.**

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

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

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

(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](mailto:patty@kkandw.com)

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