

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: FISHER ISLAND CLUB FISHER ISLAND, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) OPPORTUNITY AT FISHER ISLAND CLUB

Fisher Island Club is one of the iconic clubs of America and the opportunity to join the organization and be fully engaged in enhancing operations, developing new programs and amenities, and elevating the overall member and staff experience will take an extraordinary leader. Perhaps the most fully amenitized club in the U.S., Fisher Island is home to members representing over 40 countries and is desirous of recruiting a leader with superb professional skills and credentials, an eye for high level details and the ability to establish and deliver a consistently high-level service culture throughout the many areas of club operations.

The primary focus of the role is delivering an unparalleled member experience commensurate with an organization the stature of Fisher Island Club. The ability to be consistently forward-looking in planning, innovation, organizational structure, and departmental leadership is a critical skill set required for success in this position. Also important is the ability to intuitively understand the need to be visible and highly interactive with members and staff and possess an exceptional ability to develop and execute top and consistent operational standards.

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

FISHER ISLAND CLUB AND COMMUNITY

For nearly a century, Fisher Island has stood as a symbol of timeless elegance and sophistication. Spanning over 216 acres of tropical luxury, Fisher Island is an indulgent retreat for a membership who appreciate the ultimate in privacy and exclusivity. Originally established as a Mediterranean-inspired winter estate by William and Rosamund Vanderbilt, this magical islet is located off the coast of Miami Beach – nestled along the seashore where the azure Atlantic Ocean meets deep-blue Biscayne Bay.

In a city known for magnificent island communities, Fisher Island is one of the few, true private island sanctuaries. Solely accessible via a seven-minute ferry ride, Fisher Island and its historic Vanderbilt Mansion have been elegantly reimagined as a graceful-yet-grand private club, inclusive of a 15-room hotel, palm-fringed beaches, deep-water marinas, fitness/wellness and spa, salon, golf course and tennis courts and much, much more. Membership is by invitation only.

Safe and serene, Fisher Island offers a lifestyle rich in leisure and recreational activities – yet just minutes from Miami's world-class commercial, cultural, and culinary offerings. Infused with the spirit of William K. Vanderbilt II, Fisher Island Club is a testament to the enduring power of his venerable legacy. The Club offers a range of dining options to suit every taste and palate from casual fare to an adults-only steak and seafood restaurant, as well as Porto Cervo Italian restaurant, pizza parlor and mini- 'Dean and DeLuca-like' gourmet market that is a gathering spot throughout the day.

Central to the Fisher Island lifestyle are a series of beaches which are anchored by the Beach Club which is perfectly positioned to offer incredible ocean views to the east and panoramic sunsets over stunning Biscayne Bay to the west.

The Club provides a 30,000-square-foot spa complex with pools, hot tubs, and saunas in addition to a world-class Fitness Center featuring state of the-art equipment. The Links at Fisher Island is an award-winning golf course designed by legendary golf architect P.B. Dye, The Links offers the competitiveness and challenge of an 18-hole course fashioned within nine distinctive holes. Club members and guests have access to a driving range and Clubhouse complete with a pro-shop, locker rooms and the casual Greenside restaurant.

The Racquet Club at Fisher Island Club is a best-in-class facility that offers tennis and pickleball. The Club is comprised of 18 illuminated courts covering all four major championship surfaces, and 4 Sports Master Pro Cushion II pickleball courts and a full-service pro shop.

Yachting has been at the center of the Fisher Island lifestyle since the beginning. The island's center-points are its two deep water marinas, with over 100 slips sized to accommodate vessels up to 250' long. The property, which encompasses the Fisher Island Aviary, features over 9,000 square feet of combined indoor and outdoor event space for everything from exclusive board meetings to the most sophisticated weddings.

FISHER ISLAND FACTS

- 30% of residents live on the island year round
- 15 hotel suites in Vanderbilt mansion for members and their guests
- 7-minute ferry ride to mainland – leaves every 15 minutes with 6 ferry boats servicing the island 24/7 (operated through Fisher Island Community Association/FICA)
- Island has its own medical clinic, fire & rescue station, mail facility, pre-K – eight grade school, playground, and dog park (not part of the Fisher Island Club, but with strong collaboration and coordination needs)
- Other services and amenities include 24-hour concierge services, an Aviary, a car wash, an observatory, dry cleaners, and bank.
- All members, services, supplies and personnel come to the island via the ferry service managed through FICA.

FISHER ISLAND CLUB BY THE NUMBERS

- At present, there are approximately: 880 Members in all categories
- Initiation Fee - Equity Member: \$350,000
- Annual Dues – Equity Member: \$23,005 (includes \$3,100 Capital charge)
- 9 holes Pete Dye design
- Overall operating budget is approximately \$42.0M (based on 2021 budget)
- Annual dues volume is approximately \$20.0M (based on 2021 budget)
- Food and beverage volume is approximately \$10.5M
- Minimum Annual F&B Charge - \$2,000
- There are five Board Members, each serving three-year terms
- Club Committees include Audit, Finance, Golf, Marina, Membership, Nominating, Racquet Sports, Rules & Regulations, Social & Dining, and Spa/Fitness
- The Club is organized federally as a for-profit entity and a State of Florida NFP
- The Club's accounting and POS system is Agilysys Infogenesis, and the Club currently works with RSM for its audit.
- The average age of members is 64 years

FISHER ISLAND CLUB WEB SITE: www.fisherislandclub.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO is responsible for all operational elements of the Fisher Island Club, working very closely with the President/CEO and Board of Directors, and leading a large number of directors, managers, and support staff.

The role is complex, yet simple. 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 is a critical success factor of someone in this role.

The significant capital investment combined with a growing membership over the past few years has helped evolve the culture of Fisher Island Club as it further establishes and cements its role as “*the*” preeminent active lifestyle club and community in Florida and perhaps the U.S.

Helping to “manage change” associated with these evolving demographics of new members, as well as planning for necessary improvements and/or expansion of various amenities are of primary importance to the success of the new GM/COO. Being the proactive leader and stable, diplomatic figure in the organization in this regard is hugely important.

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

- Actively participating and “thought partnering” with the President/CEO, Board, Committees, FICA and other contributors to FIC’s success. Ultimately, the goal is to ensure that the Board is strategic, not making operating decisions but being policy makers, with this role fully overseeing operations.
- Possessing of a natural high degree of Emotional Intelligence (EQ) along with positive self-awareness, social adeptness and strong relationship management skills are absolute critical success factors.
- 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, as is the ability to work with leadership to determine relevant rules and enforcement practices and delivering them in a diplomatic, but firm and consistent manner.
- Naturally responsive, having “do what it takes” personality with clear energy and passion for the role and FIC in general.
- Being a visionary and mission oriented; 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.
- Proactively leading a Team of many highly qualified and long tenured Staff with a transparent and uplifting, inspirational style.
- Recognizing the need for the continuation of an “employer of choice” approach to attracting, retaining, and developing staff at every level within the greater FIC organization. Ensuring that both key management team members and all supervisor and line associates are clearly engaged in and supportive of a strong and positive culture, focused on continuous elevation of the member experience, is a critical skill set necessary for success.
- Being an especially strong “quality control leader” and able to articulate and install clear standards of maintenance, engagement, responsiveness, and execution is critical.
- Responsive vs. reactive, an exceptional communicator and listener.
- Financially astute and able to effectively guide a large scale, highly demographically diverse, fully amenitized operation, likely to continue to increase in member usage both due to the pandemic and younger, more family-oriented demographics of membership.

INITIAL PRIORITIES OF THE NEW GM/COO

The following priorities have been identified as recommended primary focus:

- Observe, listen, ask questions, and *learn about the culture and history of Fisher Island Club first*. Be patient; the Club is open to change and improvements, but you must first understand the culture, history, expectations, etc.
- 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 of operations!”
- Ensure appropriate programs and procedures are in place to guarantee consistently exceptional member experiences in each key amenity, and within the programming for all demographics.
- Spend time with the team, in all areas of operations, getting to know them, their abilities, and aspirations, using this time to further communicate the vision and mission of FIC.
- Develop the President/CEO, Board and Committee relationships, working to create a strong bond and communication exchange of diplomatic openness and candor.
- Consider the pandemic related increase in membership usage and compaction issues, primarily in F & B outlets, and craft a plan to address these issues more effectively.

- Ensure the significant capital projects currently in the planning process are on track and that you clearly understand the reasons for their implementation and expected outcomes, as well as to plan for operations once completed. Work closely with the President/CEO and appropriate Board or Committee Members relative to conceptual design and eventual support for other key member experience enhancement projects.
- Get to know and understand the FICA operation and develop a strong coordination and collaboration relationship with common goals to an overall seamless experience on the Island.
- Develop a tracking and plan to provide the President/CEO and Board with a thoughtful “State of the Club” report following ninety (90) days of commencement. This document will be part of the ‘roadmap’ to success, staff, plan, budget and other tactics and strategies for short and longer-term goals.

DESIRED CANDIDATE QUALIFICATIONS

- A minimum of 7 - 10 years of progressive leadership/management experience in (preferably) a private member-owned country club with multi-dimensional operations, or leading resort hospitality operations.
- Proven and verifiable leadership qualities, a demonstrated ability to oversee, direct, coordinate and control all aspects of a busy, exceptionally high-quality, full-service club community with over 400 staff members in season.
- Verifiable strength in strategic planning and working closely with boards, committees, local municipalities, and other key contributors to developing, executing, and updating strategies to success and relevancy to changing member desires and demographics.
- Keen understanding of quality in all aspects of the club (membership and related activities) and club operations (F & B, athletics, programming, etc.), as well as demonstrable success in leading clubs to continued relevancy and successfully managing evolving membership demographics.
- Strong history of success and keen understanding of quality food & beverage operations, including engagement growth, training, innovation and creativity, and strong service culture development.
- Technologically proficient and recognizing best practices use of technology to improve ‘high touch’ service delivery to members, as well as to more effectively manage and lead operations.
- A verifiable 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.
- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.
- A true, confident, diplomatic, and competent club industry professional with exceptional “executive presence,” who recognizes the importance of accountability, and who has a strong history of success in working with key stakeholders for organizational success.
- The ability to adapt and positively contribute to changing and evolving circumstances, in this case with evolving member demographics, diverse cultural expectations while staying relevant to a majority of members.
- A true “thought partner” with the President/CEO and Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect. Ultimately, a true hospitality leader who has the skills to eventually ascend to the President/CEO role in the next few years upon retirement of the incumbent.
- Organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.
- Good leadership and public relations capabilities with a proven history of bringing diverse groups to common goals through effective communications in an open and friendly style.
- Strong personal qualities of worth, confidence, integrity, credibility, energy, commitment, and humor.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

While not required, a bachelor’s degree from a four-year university is highly desirable, preferably in Hospitality Management, and a post-secondary education including an MBA (or equivalent industry experience) is desired, or verifiable success in the industry with clear recognition and conveyance of achievements. Additionally, a bonus would be having multi-lingual skills.

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.

Prepare a thoughtful cover letter addressed to Mr. Bernard Lackner, President/CEO and the FIC Board of Directors and clearly articulate why you want to be considered for this position at this stage of your career and why Fisher Island Club and the greater Miami Beach 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 Monday, September 20, 2021. Candidate selections will occur shortly thereafter with first Interviews expected October and final selection before the end of that month. Ideally, the new GM/COO will commence his/her role in November or December.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Fisher Island”

(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

Lead Search Executive:

Kurt D. Kuebler, CCM

Partner, KOPPLIN KUEBLER & WALLACE

561-747-5213 – Jupiter, FL

kurt@kkandw.com

www.kkandw.com