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CANDIDATE PROFILE

General Manager/COO
The Club at Barefoot Beach
Barefoot Beach, FL

www.theclubatbarefootbeach.com

THE CLUB AT BAREFOOT BEACH

Watch a short video here.

The Organization

The Club at Barefoot Beach is a private, member-owned, non-equity beach club offering a lifestyle of leisure, recreation, refined service, and fun with a calendar of social events year-round. The Club is located directly on the Gulf of Mexico amid several acres of tropical paradise.

Members of The Club at Barefoot Beach enjoy many amenities, including:

- Luxurious venue on a beautiful white-sand beach often noted as one of the top beaches in the country.
- Newly renovated clubhouse offering multiple dining venues.
- Newly renovated pool and bathhouse complex with food and beverages services and a retail shop.
- The Shell Dining Room with fine cuisine and breathtaking sunset views.
- The Turtle's Nest casual dining in a beautiful open-air facility.
- Social events including wine tastings, poolside live music, themed dinners, and our special "Dine By The Gulf" four-course dinners on our private beach.
- Two Har-Tru clay courts with organized round robins.

MISSION & VISION STATEMENT

The Mission of The Club at Barefoot Beach is to create a one-of-a-kind beach club experience that exceeds member expectations by offering the highest levels of service, dining and social activities in a comfortable, relaxed atmosphere.

The vision is to become the preeminent private member-owned, non-equity beach club in South Florida by:

- Developing and maintaining our desired experience by continuously improving the look, feel and amenities of The Club.

- Sustaining the highest level of personal service, dining and social activities by regularly educating and training our staff, management and committees on the ever-changing demands of beach club hospitality and social programming.
- Striving to be the club by which other clubs are measured since we, as a team, recognize that we are responsible and accountable for maintaining the character and image presented to our members and guests.
- Upholding our financial success by a Board of Directors that carefully limits membership at a level that balances The Club's financial well-being with maximum membership satisfaction.

THE CLUB AT BAREFOOT BEACH DETAILS:

- Total Members: 425 memberships with 57 on the waitlist list
- Annual Dues: $8,500 per membership with $2,700 additional Capital Charge
- Club Annual Budget: $6,500,000 (Dues are $3,500,000 of that)
- Food & Beverage Sales: $2,900,000 (with $275,000 of that being Banquets)
- In-Season Employees: 70 (seven months)
- Seasonal Membership: 65% of the membership
- Club Accounting System: Jonas Encore
- There is a seven-person Board of Directors, with a Social Committee and President's Advisory Committee
- In addition to an active beach operation, there is a swimming pool and two Har-Tru tennis courts
- The Club is highly family-centric and hosts family events for most holidays
- The Club has a successful H2B Program

Position Overview

The individual who will assume the role of the General Manager / COO (GM) is one who has demonstrated experience in developing a vision and strategic plan for his/her club while working in conjunction with members and staff to realize a plan over a multi-year time horizon. The individual is a strategic thinker who can implement the agreed vision and plan for each department while possessing an aptitude for operational excellence. The General Manager must be a mentor with a coach/trainer leadership style. The Club seeks a General Manager who can manage progressive changes while delivering strong operating results.

The General Manager will report to the Club's President and the Board. He/she will be responsible for the organization's day-to-day operations and long-range growth and stability of the organization. The incumbent will direct and oversee the day-to-day operations of the Club, monitoring the quality of its staff, services and amenities to ensure member satisfaction. The incumbent fulfills the role of the General Manager exercising all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He/she is expected to provide meaningful input and perspective to the Board and

its committees regarding key issues, the competitive environment, club-industry trends and evolving organizational needs all to ensure the Club's long-term stability and growth.

The General Manager must exhibit executive presence and visibility and be the face of the Club for the membership and their guests. The General Manager plays a key role in conveying and supporting the values of the Club to members and staff. The General Manager also always ensures adherence to the Club Rules and Bylaws for the peaceful enjoyment of the Club by all members. The General Manager will ensure a strong service orientation amongst the staff, promoting an environment where members and staff work together on programming and special events to ensure member satisfaction.

The General Manager brings focus and coordination to delivering exceptional member events, dining services, facilities management and pool operations. The General Manager is responsible and accountable for budget development and financial oversight. Additionally, the General Manager will advise on all medium- and long-term plans for the Club's infrastructure and will coordinate the execution of capital and operational projects. The General Manager always represents The Club at Barefoot Beach in a professional manner to local municipalities and governmental agencies and maintains relationships that support The Club at Barefoot Beach community.

The GM will have unwavering adherence to the very highest standards of ethics, business-like practices and the pursuit of service excellence. He/she will always inspire and maintain a culture of professional respect for members and guests, employees and vendors.

In summary, the General Manager leads a cohesive team and is the integrator of activities, services and policies across and through the Club's membership and staff, as well as the broader community in which it exists.

Direct reports include Director of Hospitality, CFO, Executive Chef, Building Superintendent and Membership and Communication Director. This role requires an instinctive, engaged and highly visible, very hands-on leader.

Responsibilities

OVERALL LEADERSHIP

- Possess the ability to inspire others to perform to the full scope of their positions, set clear goals and expectations, coaching to provide exceptional member service with enthusiasm and an eye towards continuous improvement.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained, and motivated to provide the highest quality of service and where positive behaviors are reinforced and rewarded.
- Ensure the F&B department is well-equipped to deliver high-quality food and beverage offerings, priced appropriately to meet annual budgets, assuring that service standards are at the highest level through training, coaching, and continuous feedback – all with the

goal of providing members and their guests a first-class dining experience.

- Enhance the Club's relationship, communications, and responsiveness to current members, and effectively reach out to prospective members. Partner with the Membership & Communications Director to attract new members as needed. Enhance the member communication program to drive participation in Club amenities and improve member satisfaction.
- Set and manage a balanced Operating Budget for approval to the Board prior to the beginning of the fiscal year. Continuously monitor and scrutinize the use of operating funds, the pricing of amenities, and the page of rising costs. Hold department heads accountable for the income and costs relative to their department goals and objective.
- Set and manage a Capital Budget that appropriately prepares the Club for needed replacements, renovations, and repairs to ensure that the Club assets, facilities, and equipment are always maintained in prime condition.
- Be technologically proficient, helping the Club to further advance its operations and communications with members.
- Bring industry standards and understanding of best practices for Board members and staff.
- Encourage and support continuing education experiences for managers and staff to foster professional growth.

MEMBER RESPONSIVENESS

- Be a confident and diplomatic spokesperson for the Club, fostering a climate of hospitality for all members and guests. Be visible, approachable and available to both members and staff, engaged in all aspects of the Club.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and for staff with the goal of enhancing operational efficiency, security, and member service.
- Interact with members daily, actively soliciting member opinions and input on the Club's facilities and services to promote the Club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.
- Be knowledgeable of methods of gaining member feedback (survey and comment card) techniques to focus the Club on continuous improvement of services.
- Be the Club's industry leader, bringing recommendations of industry-leading standards to the Board, the CFO, and Department Heads on a regular, ongoing basis. Participates in local and national industry groups such as CMAA.

FINANCIAL MANAGEMENT & CONTROLS

- Develop the Club's annual operating and capital budgets, in coordination with the Board, the CFO and all department heads.
- Operate the Club within the boundaries of approved budgets. Use the accounting system executive dashboard to help guide decisions.

- Monitor the monthly financial performance of each department to ensure that controls are in place, variances are accurately explained, and emerging cost, margin, usage and participation trends are identified.
- Hold department heads accountable for meeting their annual budgets. Report monthly results to the Board.
- Establish and monitor Club compliance with all purchasing policies and procedures.

STAFF ADMINISTRATION

- Emphasize a "member first" culture that encourages member patronage and maximizes the use of the Club's facilities.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles.
- Mentor, train and develop key staff to perform at the highest level possible.
- Ensure that strategic goals and operating objectives, developed in conjunction with the Board, are defined, communicated, understood by staff, implemented and evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision and the timely evaluation of the entire club staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.

OPERATIONS

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" club.
- Ensure that the Club operates in accordance with applicable local, state and federal laws.

STRATEGIC PLANNING & MARKETING

- Monitor developing industry trends and incorporate best practices into operations.
- Supervise the Club’s membership survey process, review results and suggest improvements.
- Create and recommend new programs and initiatives with the Membership & Communications Director to generate new memberships and to retain existing members.
- Develop and administer an evolving business marketing plan in conjunction with the Membership and Communications Director to help on-board new members, retain and grow the membership as needed.
- Be the primary communicator of information at the Club and provide both verbal and written skills of exceptional quality.

Requirements

The General Manager will be the consummate professional, well-versed in all facets of Club administration. He or she will have a proven background as a leader and demonstrate accomplishments in effectively managing club operations.

He or she will also have a track record of effective relationships and partnering skills with the Club's Board of Directors.

- A minimum of seven years as a General Manager or Assistant General Manager in a comparable club is preferred. Candidates will have a working knowledge of all facets of private club operations with strong emphasis on:
  - Staff leadership, development and team building
  - Financial management
  - Food and Beverage management
  - Vision and strategic planning
  - Member service, retention and growth
- The ability to attract, build, train, mentor and lead a talented and cohesive staff to effectively manage a diverse staff of accomplished and dedicated professionals. Food and beverage training and service skills are critical with the ability to realize tangible results.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred.
- Wine knowledge and certifications a plus.
- Experience at a member-owned club preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.
- A strong understanding and ability to provide club leadership with analytics and metrics to guide decision making.

Competitive Compensation

- A base salary and performance bonus potential
- Professional dues and education expenses with the emphasis on continuing education
- 401k and Long-Term Disability
- Standard club executive benefits include health, dental, vision and life insurance
- Relocation assistance if necessary
- Scholarship program for employees

To be Considered

Professionals who meet or exceed the established criteria are encouraged to send a compelling cover letter addressed to:



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