

Candidate Profile

General Manager
Timber Pines Community Association
Spring Hill, FL
www.timberpines.com



Vision Statement & Core Values

"A premier community designed for the active senior, age 55 and older, and recognized for its quality of management and excellence in residents' services."

- The Community's natural beauty and environment
- Premier standards for our infrastructure
- The safety and security of the Community's residents
- A friendly atmosphere and sense of community
- Honesty and integrity in everything we do
- A variety of quality amenities and services
- Budgeting to avoid special assessments and debt
- Affordability for most

Organization

Established in 1982, the Timber Pines Community Association (TPCA) is a 55+ gated residential community of 3,452 homes and villas resting on 1400 acres just north of Tampa in Spring Hill, FL.

Timber Pines Community Association has a varied base of members/residents and is looking for an energized, personable, communicative, strategically capable, and innovative professional to be their General Manager. This person should be passionate about the Community Association and its members and the opportunity ahead of him/her. In addition, a keen awareness of operations is essential. The entire community is debt free and maintains adequate reserve funds for future maintenance and growth.

Timber Pines Community Association has been awarded the Great Place to Work certification for April 2022-April 2023. This designation is determined by an employee survey and allows Timber Pines to join a community of thousands of organizations worldwide that are committed to creating great workplaces.

Known as "The best kept secret in Florida," TPCA has consistently been nationally recognized for its economic retirement value and its innovation. Located in the Tampa Bay area known as the Nature Coast, it offers the advantage of being close to the Tampa, St. Petersburg, and Orlando Metro areas which provide major transportation, theaters, sporting events, theme parks, beaches, and a variety of cultural activities. The community offers exceptional amenities including four golf courses, eight lighted tennis courts (six Har-Tru and two hard surfaced courts), a designated Pickleball complex which includes 12 pickleball courts, a sports court, a covered pavilion, and a dog park. In addition, there are two heated and cooled swimming pools with spas, a Country Club, Lodge, Performing Arts Center, and Resident Activities Center, bocce and shuffleboard courts, horseshoes, and a fitness trail for jogging, bicycling, and walking.

The Country Club of the Pines, overlooking the 18th green of the Grand Pines golf course, offers a variety of dining experiences with many scheduled events and functions only for members and guests. This dining venue is available to members for private functions as well. The Clubhouse and the Pines Pub enjoy a robust Food and Beverage (F&B) operation. The F&B operation is outsourced to a third-party vendor, but coordination and oversight falls under the General Manager's responsibility.

The Lodge is a multi-functional building with a large social room, screened in porch, library/business center, meeting and activity rooms, full kitchen, and is home to the Association's administrative offices. The Performing Arts Center (PAC), which seats 570, is the center of many activities with an annual calendar of club parties, activities, meetings, workshops, banquets, charity events and professional performances. The Resident Activities Center (RAC) currently includes the fitness center, billiards room, woodworking shop, arts and crafts room, and a conference room.

The Community Association is currently constructing a 15,000 sq. ft. Wellness Center which will include:

- 5,000 square foot fitness center with state-of-the-art equipment
- Relaxation room for yoga, tai chi, and meditation
- Dance and exercise studio
- Game Room
- Education Center
- Lobby and reception area

The Community Association by the Numbers

- The Community Association has an annual budget of approximately \$18M
- Annual dues volume is \$12M
- F&B operation is outsourced, but revenues are \$2.3M annually with 47% food cost and 30% beverage cost
- Gross payroll is \$4.5M
- Buyer's Capital Contribution fee is \$2,190
- Annual dues are \$3,492, including reserve funding and cable with high-speed Wi-Fi
- There are approximately 90 employees
- There is a total of seven Board Members, each serving three-year staggered terms.
- There are standing committees: Appeals, Architectural Review, Common Grounds, Elections, Facilities Planning & Engineering, Golf, Golf Handicap, History/Archives, Internal Audit, Health & Safety, Village Representatives
- Approximately 165,000 rounds of golf are played annually on the Community Association's courses
- Average age of membership is approximately 77
- The Community Association uses JONAS for its accounting, tee time and POS systems

Position Overview

The General Manager (GM) reports to the Board of Directors through the President. The GM works closely with and supports the BOD in a proactive and ancillary fashion. He or she is cognizant of and works well with diverse and valued active committees. The GM's approach should complement the Board (which acts as the face of TPCA) and provide an exceptional high level of personalized service to the members.

The GM will provide seasoned and well researched guidance to the Board's strategic and policy developments. He or she is responsible for cost-efficient administration of the following departments/divisions: Administration, Accounting, Member Services, Facilities Maintenance, Golf & Grounds Maintenance, Food & Beverage (overseeing 3rd party vendor), Golf Center, Information Technology Systems, Access & Community Control and Association Services. Responsibilities also include hiring, training, and development of employees (in conjunction with Human Resources), supervising, controlling, and directing the goals and objectives of all department managers, while maintaining and fostering the idea of team concept amongst the staff.

Significant to the new GM's success is the ability to understand the unique nature of Community Associations. Certainly, a key to his/her success is placing operations first. To recognize that providing staff support, mentorship and clear direction is a desired characteristic. In addition, being visible in his/her natural, sincere, and engaging style is important as well. Critically important is understanding and delivering upon the culture of TPCA. Elevating the member/resident experience is a continual focus, while doing so under the financial model that has been successful for Timber Pines over the years is a critical success factor.

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, and diplomatic. Paying attention to the details of maintenance, SOPs, overall member experience, staff culture, and other key areas of success is critical, as the Community has great curb appeal at present and has been well-maintained throughout its history. Clearly, outstanding communication skills, especially the demonstrated ability to listen and respectfully respond diplomatically, is essential to success at Timber Pines.

Responsibilities

- Direct operational activities to achieve the goals and objectives of the Association as set by the Board of Directors and assure that the Board mandates, goals/objectives, policies, resolutions, and other acts are implemented in a timely manner.
- Attend all Board meetings.
- Direct the development, preparation, and implementation of the Association's annual and capital budget process and implement the Board-approved yearly budget program.
- Maintain compliance with Association documents and Florida State Statutes.
- Monitor operation expenditures and tracking of funds and provide periodic fiscal forecasts and updates to the Association Board. Ensure that appropriate presentations are made to the Association in general.
- Oversee the purchasing of Association contracts, insurance, services, and supplies.
- Provide liaison between the Board of Directors, management, staff, and members/residents. Act as the liaison with all local government authorities and bodies. Provide presentations to the Association and make periodic reports to the Governing Board. Able to effectively represent the Association at public meetings, hearings, and other activities.
- Oversee all hiring, training, supervising, evaluation, disciplinary actions, and terminations of employees, ensuring compliance with state and federal laws, i.e. EEO, ADA, COBRA, etc.
- Maintain fiduciary compliance with Bylaws, policies, and procedures by providing complete in-depth, Membership, financial, and administrative records for the Association.
- General Manager is on call for emergency response 7 days a week, 24 hours per day. The GM also serves on the Association Disaster Response Team and is responsible for setting safety standards for employees.

Knowledge, Skills, & Abilities

- Accuracy and quality of actions and decisions in this position is critical.
- Apply modern management, accounting, and administration principles and practices.
- Advanced financial forecasting and reporting.
- Proper bid submission, analysis, and contract negotiation.
- Knowledge of preventative maintenance principles.
- Human relations and communication techniques and the ability to employ them in working situations.
- Insurance requirements and coverages relative to community associations.
- Communication skills required, including writing, speaking, and making presentations.
- Demonstrate long- and short-term planning programs.
- Operation of personal computer, peripheral equipment, and software packages.
- Establish and maintain effective working relationships with Board members, executive staff, personnel at all levels, and members/residents.
- Interpret Board-established policies and directives, and develop, implement, and enforce support programs in accordance with them.

- This position requires highly analytical work tasks broad in spectrum and widely varied, independent judgement, evaluation, complex problem solving all with little supervision.
- This position requires final decisions and recommendations that routinely affect more than one department. Leadership in this position routinely affects the entire Association.
- Open communication and transparency is paramount at all levels.

Qualifications

- A minimum of 5-8 years of progressive leadership/management experience in a private member-owned community association (HOA) or club, preferably those with member boards and committee involvement.
- The Community Association will consider well-mentored AGMs for this role.
- A verifiable record of strong and intuitive mentoring of staff and having achieved a “workplace of choice” employee environment in the operations he/she has previously been leading.
- Technologically proficient with a thorough understanding of best practices in the use of technology to improve high touch service delivery to members and to more effectively manager and lead operations.
- A general understanding of golf operations (including pro shop merchandising), maintenance standards and the successful engagement and growth of participation in programs and activities for members.
- Experience in evaluating and executing strategic planning and capital projects and clear knowledge of Florida Statute 720 and other relevant governing requirements of a bundled community operation.
- A Bachelor’s degree from a four-year university or college is preferred. In lieu of a degree, substantial community experience will be considered.
- Must possess a valid driver license that will enable a transfer to a Florida driver license.
- A CAM license or obtaining one within six months of commencing the role is required.

Competitive Compensation & Benefits

- 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 to include health, dental, vision, and life insurance
- Relocation Assistance

Professionals who meet or exceed the established criteria are encouraged to send current resume and cover letter addressed to Mr. Richard Ohlenroth, Community President. Send both documents to Ned Welc at Ned@gsiexecutivesearch.com.

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