

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: COPPERLEAF GOLF CLUB ESTERO, FL**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT COPPERLEAF GOLF CLUB**

Located in beautiful Estero, Florida, The Copperleaf Golf Club (CGC) is seeking a General Manager/Chief Operating Officer (GM/COO). Copperleaf Golf Club is a bundled community known for its special amenities that encompass all types of sports, including golf, tennis, swimming, fitness, and bocce.

The Club has just completed a stunning \$20M renovation of its main clubhouse, pool bar, and supporting buildings and has reopened with an expanded array of amenities. The new GM/COO will lead the team with a focus on offering exceptional food and beverage service, high visibility, member engagement, and strong financial discipline. Having a natural propensity to be creative, energized, front-facing, and engaged are critical success factors for the new GM/COO.

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

### **ABOUT COPPERLEAF GOLF CLUB**

Copperleaf Golf Club, Inc. is a bundled gated golf community in Estero and was established in 1995. A total of 570 residences were built, consisting of condominiums and single-family homes. The Club amenities include an 18-hole golf course with practice facilities, restaurant facilities including an outdoor patio bar, fitness center, tennis, bocce, and pool.

Since its opening in 1995, the course has undergone many improvements while maintaining the integrity of the original design. The most recent golf course renovation was completed in late 2015 and included new grass on the fairways, tees, and greens.

Copperleaf Golf Club prides itself on being a friendly and welcoming community with people from all over the United States. The community is ideally located near the Tamiami Trail, or Highway 41, near everything that Southwest Florida offers: beautiful beaches, excellent shopping, casual to gourmet restaurants, and many other activities. The airport is a mere 25 minutes away.

### **COPPERLEAF GOLF CLUB BY THE NUMBERS:**

- Approximately \$8.7M Gross Volume
- Approximately \$5.1M Annual Dues Volume
- Approximately \$1.8M Food and Beverage revenue
- Approximately 48k – Rounds of Golf Annually
- 570 Residential Members, 55 Associate Members, 15 Social Members
- POS – ClubEssential
- 7 Board Members, 3-year terms

**COPPERLEAF GOLF CLUB WEB SITE:** [copperleafgc.com](http://copperleafgc.com)

### **GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW**

The Board desires a GM/COO who functions in a proactive, highly engaging fashion, working very closely with the Board of Directors, and with several active committees.

The GM/COO is looked upon as the “face” of Copperleaf Golf Club and, in “partnership” with key volunteers, is a primary “visionary” to ensure that CGC consistently executes at an exceptionally high level of personalized service. This “lead by example” GM/COO will be coming into a role and a Club that is successful and thriving and will continue to look to enhance and elevate the overall membership and staff experience, and to be an “employer of choice” within a highly competitive hospitality community. The Board is desirous of working with a GM/COO who manages all operational matters and is an active thought partner on strategic and policy matters, but who is approachable and “actively listens” while providing transparency to direction and operations throughout.

Significant to the new GM/COO’s success is the ability to understand the unique nature, likely through current or previous first-hand experience of residential community clubs, including bundled communities. Certainly, a key to his/her success is “putting members first,” and recognizing the importance of providing staff support, mentorship, clear direction, “walking the talk” and “being present” in his/her natural, sincere, and engaging style.

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 and respect and to be “trusted” by all constituencies.

“Paying attention to the details” of maintenance, standing operating procedures (SOPs), overall member experience, staff culture and other key areas of success is critical, as the Club and Community have great curb appeal at present and have been well-maintained throughout. Clearly, outstanding interpersonal and communication skills, especially the demonstrated ability to “listen and respectfully respond firmly, yet diplomatically” are essential to success at Copperleaf while overseeing operations.

#### **KEY ATTRIBUTES AND CHARACTERISTICS:**

- Possess a deep knowledge of active club operations, with especially strong F&B skills as well as strong financial acumen and an appreciation of modern “performance management systems” and technology. Being financially astute and able to effectively guide a large operation, including working to further develop financial reporting areas, dashboards, and Key Performance Indicators (KPI), and metric transparency is absolutely necessary.
- Possessive of a strong record of selecting and developing talent in club senior leadership roles, and helping those departmental leaders continuously develop themselves and their respective staffs in a desire to create a culture of continuous evolution to excellence in execution and delivery. Being a natural mentor is important.
- Participate in “thought partnering” with the Board, Committees, and members offering valuable input which contributes to CGC’s success. The goal is to “allow members to be members,” and to make certain that the CGC amenities meet members’ expectations. Promote participation in the CGC committee structure which encourages more members to contribute directly to policy development.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say “no” when appropriate without alienating members or staff while doing so and also to say “yes” to progressive and creative ideas to keep members happy. Being respectfully confident and “connected” to the membership and team is critical, as is having a personal style of “listening, considering and reflecting” before reacting to inputs.
- Having experience and skills in creating and implementing strategic plans; and anticipating how the Club and Community continue to evolve is important, as is being actively ‘networked’ in the industry to the point of being at the forefront of trends in clubs, communities, real estate, and economic cycles.
- A record of accomplishment of results in governance/leadership partnership with active Member Boards and committees.
- Active involvement in the Club Management Association of America (CMAA) or similar organizations where he/she has a strong network of peers, and can stay actively abreast of the industry, trends, and opportunities for Copperleaf to stay relevant and proactive for its members and staff.
- The ability to lead in a busy operation. The Club hosts over 48,000 rounds of golf each year, has a vibrant F&B program, and a large number of ‘clubs within the club’ that need focus and attention, as well as a consistently high level of execution.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A bachelor's degree is preferred with a focus on Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE, or PGA are preferred.

## **EMPLOYMENT ELIGIBILITY VERIFICATION**

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

## **SALARY AND BENEFITS**

Base salary and performance bonus potential is open and commensurate with qualifications and experience. The club offers standard executive benefits, and a full CMAA package to include dues and educational expenses to be determined in each year's operating budget.

## **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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

**Prepare a thoughtful cover letter addressed to Ms. Sherlyn Hailstone, Search Chairwoman and the Copperleaf Golf Club search committee,** and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career, and why CGC and the Estero, FL 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 Friday, February 7, 2025. Candidate selections will occur in mid-February with the first Interviews expected at the beginning of March, with the second interviews a short time later. The new candidate should assume his/her role in April/May 2025.**

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – Copperleaf Golf Club"

(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 Holly Weiss: [holly@kkandw.com](mailto:holly@kkandw.com)

### **Search Executives:**

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