

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: MOSS CREEK OWNERS ASSOCIATION HILTON HEAD, SC

GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT MOSS CREEK OWNERS ASSOCIATION

Moss Creek, a residential community in Hilton Head, South Carolina, is actively seeking a seasoned General Manager/Chief Operating Officer (GM/COO) to elevate the services, programming, and member experiences within the community. The ideal candidate will possess a skill set encompassing a high level of financial acumen and budgetary expertise, adept leadership capabilities, and someone who places a high emphasis on mentoring departmental heads.

The ideal candidate is an excellent communicator and will exhibit proactive communication skills, ensuring seamless interactions between members and staff of the community. Proficiency in clarifying the roles and responsibilities of the Board of Directors, committees, and staff is essential. This visionary leader will distinguish themself through their handson approach, being both proactive and visible while cultivating strong connections with staff and members alike. The ability to diplomatically navigate situations and express alternatives when appropriate is a critical aspect of the role, underscoring the candidate's tactful assertiveness.

In this role, the GM/COO will be unwavering in their commitment to challenging conventional practices. Experience within private residential communities will serve as a cornerstone, ensuring a nuanced understanding of the unique dynamics within the Moss Creek community.

Click here to view a brief video about this opportunity.

ABOUT MOSS CREEK OWNERS ASSOCIATION

Located in the Lowcountry of Hilton Head, SC, Moss Creek is a haven for sports lovers, nature enthusiasts, and those seeking a well-rounded and vibrant community experience. Its diverse amenities and stunning natural surroundings create an appealing lifestyle for its residents.

Moss Creek homes are located in a private gated golfing community with over 1,000 acres of residential living, nestled beside salt marshes on the shores of the Intracoastal Waterway. There's fishing and boating from the deepwater Moss Creek marina, a 36-acre Blue Heron Sanctuary, and the 11-acre Fording Island Nature Preserve. Residents enjoy the many paths, trails, and boardwalks throughout the community.

The club provides two Fazio-designed courses, including practice facilities, and a professionally staffed and fully equipped Golf Shop, in addition to an active events schedule. The Bostwick Point Park Complex features indoor fitness with a wide range of equipment, tailored classes, and personal fitness instruction.

Members have access to all of the amenities in the Community which includes two golf courses, seven tennis courts, four pickleball courts, boat storage including boat slips, two dry storage areas, kayak storage, two nature preserves, a beautiful Clubhouse, the casual waterfront Bostwick Pavilion and Bostwick Point Park, a dog park, a magnificent Fitness center, 3 separate Pool Complexes, and miles of leisure trails.

Moss Creek offers its members not only a wealth of amenities but also a strong sense of community and a convenient, well-connected location. This private club and home community lifestyle is unlike any other in the Lowcountry. Overall, Moss Creek offers an enviable balance between a private, secluded community with abundant amenities and a convenient location that connects residents to the stunning beaches of Hilton Head Island and vibrant nearby towns. The accessibility to major highways also provides the opportunity to explore iconic cities in the region, further enhancing the appeal of the community's lifestyle.

MOSS CREEK BY THE NUMBERS

- Gross overall revenue is approximately \$13M
- F&B operations revenues are approximately \$1.8 M
- Annual Dues volume is approximately \$7.3M a one-time HOA certificate fee is \$30,000.
- This is a 'bundled' residential community. Annual Dues \$7,032 Improved, \$5,832 Unimproved
- The community has 1,042 properties and approximately 1,900 members
- There are approximately 140 full-time employees plus 12 seasonal employees
- The average age of members is approximately 67
- The community has a large year-round population
- There are 9 Full Board Members each serving 3-year terms
- There are 7 standing committees: Architectural Review Board, Audit, Finance, Green and Grounds, Communications & Marketing, Social & Recreational Activities, Facilities & Infrastructure
- There are approximately 50,000 rounds played annually between the two golf courses
- Moss Creek recently updated to Clubessential for POS and Accounting

MOSS CREEK WEBSITE: www.mosscreek-hiltonhead.com

GENERAL MANAGER/CHIEF OPERATING OFFICER - POSITION OVERVIEW

The GM/COO at Moss Creek has full responsibility for all aspects of operations of the homeowner's association, which includes all traditional club activities in addition to security, residential services, and community relations. Effectively managing all resources and reporting to the President of the Board of Directors, this individual is expected to be the embodiment of an "exceptional member/resident-centric experience." Member service is at the heart of the culture of this exceptional community and the GM/COO sets the 'tone at the top' with his/her genuine and sincere care of Moss Creek, its members, staff, and property.

The GM/COO will be a team-building aspirational leader, providing the best service and member experience practices, while promoting an especially positive, engaging, highly responsive, and competent service culture in all operations, generally supported by doing so per a recent resident survey.

The GM/COO is expected to be an interactive, consensus-building, innovative partner with the Board and Committees, working closely with both groups as they collectively make decisions and set the vision and strategic direction for the long-term well-being of the residents and community. This is especially important with the development and finalization of the Club's significant capital renovations. Planning for a significant and successful reopening of facilities after renovation, most importantly in F&B operations, will be a critical success factor for the new GM/COO. Having a natural planning style, being a visionary relative to this and future projects, and being proactive and creative in managing expectations and priorities are critical.

The successful new GM/COO must possess especially strong skills in building and maintaining community harmony, likely through being highly engaged and visible, approachable, and involved with both members and staff, as well as possessing adept communication skills. Further to this is a keen focus on the maintenance of club and community facilities, as well as being a natural 'service-minded' leader.

Residents recognize that the enhanced continuance of an energized, well-trained, committed team delivering a highly personalized experience is critical for continued success. A sincerely engaged, personally invested, and instinctually 'front facing' style is particularly important for one's success in this role, as is being especially transparent and diplomatic. Being able to have candid, thoughtful, and respectful discussions with members while being available and naturally approachable is important, as is providing the Board and Committees with thoughtful insight and recommendations. Additionally important is the creation and execution of a well-considered performance management structure for the senior staff, wherein clearly defined and measurable goals and objectives are developed to support community goals.

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

- Possessing a personality that is genuine, positive, and upbeat and one that projects attractive qualities that put
 people at ease. The GM/COO should be able to inspire and motivate others and earn the respect of the members
 and employees as well as the community (both internal and external) at large.
- This new leader needs to be an articulate and effective communicator.
- Being a "hands-on" interactive leader who directly monitors the operation and mentors the staff each day; someone
 who recognizes and embodies the details necessary for consistency of service and high levels of satisfaction in all
 operations and amenities. The ability to set clearly defined goals and objectives and hold people accountable for
 results in a performance management system without being viewed as a micromanager while doing so.
- Effective management of GM/COO direct reports is key to ensuring loyalty and continued cohesiveness within the leadership team.
- Being adept at managing transitions, both in the role one is taking on to minimize disruption, but also as it relates to organizational dynamics both internally to the team and about changing needs within the community.
- Being generous with their time for others, sharing their experience, and knowledge of the club, and hospitality
 profession. Being a thoughtful and active listener as part of very well-developed communication skills is critical.
- Possessing the natural "art of seeing something...." and then either executing a plan to improve, add, eliminate, or
 rally for whatever it is; essentially being naturally aware and proactive with very strong attention to details relating
 to maintenance and care of facilities, presentation of amenities and the community, and consistent standards of
 service delivery.

INITIAL PRIORITIES FOR NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

- Moss Creek functions at a good level of service delivery at present; a successful outcome will include understanding and embracing the member experience culture of Moss Creek and quickly developing relationships with residents and staff. Work closely and focus on significantly engaging with key and mostly long-tenured staff members.
- The new GM/COO should be engaged in understanding and coordination of the overall safety, security, and environmental awareness of the club and community as a whole.
- Be "present" and positively approachable where needed to develop strong member and staff trust and confidence; approachability, follow-up, and candid, respectful, and personal interactions with members are key. Being engaged and an effective part of every operating department is critical, as is becoming the 'fresh eyes' face of Moss Creek!
- Develop and support the President, Board, and Committee relationships, working to create a strong bond and communication exchange of diplomatic openness.
- Spend considerable time meeting with the various constituency groups of Moss Creek---the Board, Committees, Residents, and the staff, all of whom desire engagement, and building of trust and if accomplished, will embrace the new leader.
- Quickly understand the amenities improvement plan (AIP), anticipate how logistics for operation are planned, and build a GANTT chart with the appropriate staff and committees to ensure successful timing and execution of the reopening of each AIP renovated amenity.
- Immerse into Moss Creek's financial and business plans to fully understand the history and model for success. Inspect all facilities with a keen eye for maintenance and organization, developing a game plan to ensure that back-of-house areas, infrastructure systems (on existing buildings), and SOPs to maintain them are in place.
- Ensure open communication with the committee members as they are a significant line of communication to and from the members.
- Spend time understanding the expectations and delivery of F & B experiences to ensure that they meet a majority of resident desires, implementing appropriate improvements as identified.

CANDIDATE QUALIFICATIONS

- Ideally, a minimum of 7 10 years of progressive leadership/top-level general management experience in (preferably) a private member-owned country club, <u>ideally</u> within a residential community focusing on exceptional membership experiences with significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a true "COO-like" model and taking ownership, accountability, and responsibility while doing so are verifiably necessary traits and experiences.
- A history of treating residents, staff, and business associates with great respect.

- A history of professional development, as well as furthering the professional education of the staff.
- A true, confident, diplomatic, and competent club or hospitality industry professional who recognizes the
 importance of accountability, and who has a strong history of success in working with members, member boards,
 and committees, with a proactive approach to relevant, highly transparent governance and leadership methodology.
- Knowledge and ability to utilize appropriate and relevant technology tools for modeling and monitoring business activities and outcomes. Technologically proficient and recognizing of best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- Naturally outgoing, energized, motivated, and an authentic style.
- Prior experience in coordinating and overseeing complex capital improvement projects.
- Strong history of success in financial planning, innovation, and creativity, and strong service culture development.
- A 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. A "great listener."
- Possess a strong network of industry professional relationships to allow for relevant and necessary outside
 contributions, when and where appropriate, to ensure that Moss Creek remains a highly desirable and sought-after
 community.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A bachelor's degree is preferred, with a focus on Hospitality Management.
- Substantial private club or hospitality experience will be considered in lieu of the degree.
- Industry certifications such as CCM or CCE are encouraged but not required.

EMPLOYMENT ELIGIBILITY VERIFICATION

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

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package, including association membership.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter in the order listed using the link below. When prompted for them during the online application process, you should have your documents fully prepared to attach. Please be sure your image is not on your resume or cover letter; it should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to <u>Chris Hervochon/Moss Creek Search Committee</u>. Clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and why Moss Creek and the Hilton Head, SC area will benefit 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, December 12, 2025. Candidate selections will occur mid-December, with the first Interviews expected in January 2026 and the second interviews a short time later. The successful candidate should assume his/her role in late January.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter - Moss Creek"

(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 Alice Stevens: alice@kkandw.com

Search Executives:

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