



FOOD AND BEVERAGE DIRECTOR POSITION: OLD PALM GOLF CLUB Palm Beach Gardens, Florida

Old Palm Golf Club, located in Florida's golf mecca — Palm Beach County — and just minutes from the Atlantic Ocean, is a luxurious 651-acre golf club community with a highly regarded reputation as exclusively private and elegantly understated. While inside the community, Club members experience a luxurious sanctuary and an ultra-private setting.

In the grand tradition of America's most prestigious clubs Old Palm Golf Club's hallmarks are elegance, luxury, service, style and attention to the finest details. Golf and dining are the primary amenities to the Club's operation, and providing the highest quality golf and food & beverage services are the Club's most important missions.

The light traffic, plethora of restaurants, theaters, museums, and art galleries, plus fine schools make the Palm Beach Gardens location an ideal place to live. With an average sunny temperature of 74°F, Palm Beach Gardens offers a vibrant Florida lifestyle with a lush, tropical ambiance.

Old Palm is only six miles from the Atlantic Ocean, where members and their families enjoy the beach, scuba diving, snorkeling, surfing, kayaking, paddle boarding, fishing and boating.

The Old Palm Golf Club is a unique 22-hole private golf facility. The centerpiece of the Old Palm community is the Raymond Floyd-designed golf course. The unrivaled 18-hole, par-72 course features a unique 19th hole, as well as a state-of-the-art 33-acre Golf Studio, complete with three full-length practice holes. The resulting Old Palm layout eclipses most other Florida golf courses in design and construction standards.

Elegant and opulent, yet warm and welcoming, the clubhouse is a focal point of Old Palm Golf Club. Rather than over-the-top grandeur, the emphasis is on intimacy. It is a haven for relaxation, enjoyment and indulgence. Intimate rooms, embellished niches and outdoor terraces offer the ambiance of a private home rather than a clubhouse. Ceilings of cypress with a liberal use of Portuguese tile murals throughout set off comfortable seating — sophisticated yet not at all stuffy.

Member amenities at the clubhouse include a state of the art fitness center overlooking the heated, resort-style pool, a spa, and a Board Room for private meetings.

Old Palm's golf course and nature preserves exquisitely frame the collection of homes within the Golf Estates, Grand Estates, and Custom Estates neighborhoods, whose quarter-acre to half-acre home sites are ideal for residences ranging from 3,400 to 7,000 square feet, and custom homes up to 15,000 square feet.

Old Palm Golf Club has an initial membership fee of \$175,000 and an annual dues of \$25,000. There are currently 285 members, with a cap at 330 members. The Club's annual gross volume is \$12.0M.

The Club's sound financial security and stability ensures that Old Palm will remain the most exclusive privileged golf Club of its kind in South Florida for generations to come.

Food & Beverage Operations

The finest dining in Palm Beach is as close as the Clubhouse at Old Palm Golf Club including four magnificent dining venues: The Palm Court, the Dining Room, the Grille Room, and the spacious outdoor Patio for *al fresco* dining; all with stunning views of the cascading waterfall and the Club's 18th hole.

Each of the dining areas flow into one another while artfully-landscaped courtyards and patios terrace down to the event lawn. The Palm Court features an *al fresco* dining area with a fireplace and views of the club's 19th hole. The casual ambiance of The Grille features a more family-oriented theme with an open exhibition kitchen and a wood-burning oven where master chefs display their talents. The Grotto, located behind a water feature, is the perfect spot for a quick lunch between nines.

Old Palm's gourmet cuisine exceeds its members' highest expectations. From formal dinners to a casual meal to a specialty pizza from the brick pizza oven. There are special events at regular intervals and, with the Atlantic Ocean only six miles from the Club, fresh fish and seafood are specialties of the house.

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The Clubhouse has remarkable views of the course.

Members enjoy the Club's private wine room, adjacent to the wine cellar, with its tile ceiling and vast wine racks, the wine is appropriately chosen for the exclusive tastes of the members. This cozy space is used for dinners, private parties, and special celebrations.

Both the Men's and Ladies Lounge feature dining areas as well. The Grill Room in the Men's Lounge is a relaxed setting for breakfast, lunch or dinner and the Ladies Lounge is an ideal place for a quiet luncheon or beverages after a round of golf.

The Events Lawn overlooking the waterfall is available for private parties, celebrations, and weddings.

The Clubhouse's wonderful cuisine is also delivered directly to Old Palm homes. It is one of the most popular services in the Club.

The F&B revenue for Old Palm Golf Club is \$2.5M. There is one kitchen and nine kitchen employees in season.

Organizational Structure

Old Palm Golf Club operates under the General Manager organizational structure. The Food and Beverage Director reports directly to the General Manager, Darlene Impellitteri. See page 4 for more information about Ms. Impellitteri. The Food and Beverage Front of the House Team

Consists of ; Asst. Food and Beverage Manager and Dining Room Manager, as well as Service Team

FOOD & BEV. DIR. (FB) Position Overview

The Food & Beverage Director at Old Palm Golf Club is responsible for all food and beverage Front-of-the-House (FOH) operations while working closely with Back-of-the-House (BOH) staff to ensure quality and innovative services, products and offerings to members and guests.

The FB is responsible for ensuring that all food service is **consistently outstanding** – from standard club fare offerings to incorporating cutting edge culinary trends. The FB understands that quality and consistency in producing and delivering popular Club menu items is just as important to the member experience as producing and serving elegant and memorable wine dinners, and is responsible to ensure that his or her team approaches each activity with identical focus.

The FB is a positive and enthusiastic face for culinary operations for the Club, and is comfortable conversing and interacting in both back and front of house settings as he or she inter-

faces with diverse constituencies (members, staff, etc.) throughout the day. Developing solid relationships is important in this position.

The FB is personable and enjoys member interactions through action stations, cooking classes, and visits to the dining room when possible.

The FB leads, manages, motivates and directs staff to achieve the objectives set by the GM. The FB creates the standards for the food service policies and procedures, communicates these policies and ensures that the policies are adhered to by all FOH staff.

The FB at Old Palm Golf Club is a strong team builder who mentors and challenges himself/herself and the staff to continue to create and produce at a higher level. Additionally, the FB encourages staff to participate in generating ideas and draws on staff members' strengths and specialties for continuous improvement of the culinary program.

The FB has a proven track record of controlling beverage and labor costs. The FB is adept at creating and managing a budget and executing/reporting to defined business standards.

The FB is responsible for leading the product knowledge training for FOH personnel through daily pre-meal meetings and special food knowledge training programs.

The FB trains the FOH Staff on updated menus on a seasonal basis at a minimum and develops tools to *ensure consistency in the service experience*. Daily specials are offered throughout the various dining venues requiring staff to be knowledgeable in food varieties and service techniques. The FB understands that variety in specials and menu offerings increases member engagement and use of the club.

The FB works as a strategic and operational partner with the managers and staff of Old Palm Golf Club to develop information sharing, strong communication, superior internal and external customer relationships and high performance teamwork to achieve club objectives.

The FB is someone who looks at mistakes as opportunities for improvement, and instills this mindset and outcome into his/her team, while at the same time epitomizing the perspective of being readily open and embracing of input, and is approachable by both members and staff.

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The Palm Court offers fine dining with stunning views.



Members enjoy the casual ambience and exhibition kitchen in The Grille.

The FB leads the FOH initiatives relative to service excellence, accident prevention, training and retention of staff, and sanitation and safety standards. The FB pays sharp attention to detail, enforces the highest standards of fine dining, etiquette, sanitation and safety, and ensures that all FOH staff approach the standards with the same level of focus.

Ultimately, the Food and Beverage Director (FB) of Old Palm Golf Club is a critical and positive 'face' of culinary operations at the Club. The FB is an integral part of the overall success of the operation, and is a strong 'influencer' on each constituency that he or she interacts with while performing his or her duties. The responsibility to lead this facet of the organization from a passionate, creative, supportive, progressive and 'team' focused perspective is of critical importance for long-term success.

Initial Priorities

- Develop relationships with members, staff, and vendors in order to better understand their needs, resulting in high satisfaction for all constituencies.
- Develop team members' skills and abilities and continue to create a culture among the staff that encourages creativity and passion for the work that they perform.
- Continue to consistently exceed member expectations for quality, presentation, creativity and value.
- Learn and understand the diversity of member dining preferences for each demographic and in each dining venue and continue to develop the culinary program and offerings to meet member needs.
- Focus on further improving *a la carte* dining service consistency, quality, and presentation while maintaining high levels of satisfaction with banquet and event service.

General Qualifications & Experience

- *Is a strong and passionate leader and hospitality culinary professional with a proven track record of providing premium-level services in a membership constituency environment, with a personality that is commensurately appropriate to the Old Palm Golf Club experience.*
- Is a passionate about hospitality and culinary, who strives to continually improve his/her skills, experiment with trends, and evolve the service experience and offerings.

- Has experience in a Food and Beverage department in a premier private club and/or resort environment, including banquet, casual and fine dining operations.
- Understand all legal requirements and consistently adhere to, including wage and hour and federal, state and/or local laws pertaining to alcoholic beverages.
- Researches new products and develops an analysis of the cost/profit benefits.
- Has a track record for sourcing quality wine and alcohol from vendors, as necessary.
- Has knowledge of U.S. and International wine appellations and wineries, and an understanding and talent for wine and food pairings; as well as the ability and interest to share that knowledge and enthusiasm with staff and members.
- Has exceptionally strong food and beverage credentials, and *most importantly, the ability to consistently define and achieve goals and objectives.* This includes proven and verifiable leadership qualities with demonstrated ability to direct, coordinate and control all facets of an active food and beverage operation with current revenues of \$2.5M (and growing).
- Has culinary knowledge across multiple ethnic and cultural cuisines.
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Education and Certification

- Hospitality degree from an accredited school or equivalent experience is preferred.
- Sommeliers Certification or Extensive Wine Knowledge
- Certified in food safety.
- Prior Club, Fine Dining Experience

Traits, Skills and Competencies

- Understands and practices the member service philosophy of the Club and is fully engaged in and fulfilled by providing members with consistent exceptional service and high quality food and plate presentation.
- Is meticulous about food handling, cleaning, and organizing service areas and insists that all FOH & BOH staff do the same.
- Continually looks for opportunities to improve FOH service and learns and incorporates lessons from prior experiences.



The Men's Lounge has a relaxed setting for breakfast, lunch or dinner

- Is willing to listen to staff and members for input and understands that the FB and entire FOH department are there to fulfill member's needs.
- Is a well-respected, proactive member of the management team and is able to generate thoughts and ideas that result in increased sales and improved member satisfaction.
- Inspires and motivates not only kitchen staff but everyone around him or her.
- Possesses excellent financial skills, with the ability to quickly assimilate numbers and reports.
- Is knowledgeable regarding typical club FOH F&B critical benchmarking and financial metrics that lead to proactive responses to trending curves.
- Possesses strong organizational skills.
- Is an *innovative leader* in all aspects of the position. Is visionary and trend setting yet understands and is respectful of long-standing Club service and culinary traditions and is able to balance both into menus, specials, and banquet offerings.
- Possesses exceptionally strong communication and facilitation skills, both written and verbal, with the appropriate personal presence, and a desire and ability to interact effectively before diverse constituencies of members, staff, vendors and others who are part of the success of Old Palm Golf Club.
- Understands that service excellence, and consistency are key drivers of the private club experience in all food service offerings; is just as passionate about serving the best burger as the most intricate wine dinner and exploring the latest service culinary trends.
- Understands that clubs are all things to all people and enjoys producing diverse offerings from casual offerings to gourmet trends.
- Is in compliance with and actively supports a drug-free workplace.
- Possesses computer skills including but not limited to Microsoft Outlook, Word, Excel and POS systems
- Is a professional with a verifiable, positive career track, unblemished by inappropriate behavior of any sort that would be potentially detrimental or embarrassing to the membership of Old Palm Golf Club.
- Possesses verifiably strong written and oral communications skills.

Miscellaneous

- Proactively solves problems, develops and proposes solutions to problems that occur, anticipates the needs of staff and members, and can react quickly.
- Manages time and establishes priorities; is a self-starter and well organized.
- Has been a —difference maker wherever he/she has been in the past.
- Is a person of proven integrity and honesty.
- Is well-traveled and enjoys exploring culinary experiences all over the world.
- Is committed to professional growth and development, for him/herself and his/her team of associates.
- Is confident in his or her abilities yet humble in his or her interactions.
- Has a professional appearance and demeanor and expects the same from his or her staff.

GM Profile

General Manager Darlene Impellittere, CCM has been with Old Palm Golf Club since it broke ground in 2003 starting as Membership Director. Ms. Impellittere graduated from the University of Michigan. She owned and operated a golf business in New York with her golf professional husband for 15 years.

Ms. Impellittere is passionate about Old Palm and dedicated to delivering what members joined for: —*Our goal is to be the best golf club in the country, deliver the best conditioned golf course and provide the best quality food and service possible in an environment where members are treated with respect and where staff treats each other with kindness and in the spirit of the team.*” She added: —*Old Palm provides members with an environment of kindred spirits; not all the same ethnicity, religion, or politics but one that fosters fun, camaraderie, friendships, and a place of courtesy, grace and good manners.*”

**For more information about
Old Palm Golf Club visit:
oldpalmgolfclub.com**

To Apply

Interested candidates should submit a resume and thoughtful, detailed cover letter describing their alignment with the qualifications outlined in this profile and the reason for their interest in the Food and Beverage Director position at Old Palm Golf Club.



VISION STATEMENT

Old Palm's vision is to provide the finest member-owned private golf club in the world for its members, families and guests.

MISSION STATEMENT & PURPOSE

Old Palm's mission is to provide engaging memorable member experiences.

Old Palm's purpose is to provide a club environment of privacy and exclusivity for its members; one that offers a haven of refuge, a place where kindred spirits gather for fun and camaraderie, fulfilling a sense of value and club pride. Old Palm is a place where members are treated with courtesy, grace and good manners. Providing an environment that invokes in its guests a passionate desire to attain membership.

CULTURE & CORE VALUES

To improve the life of someone else each day. Providing engaging service by honoring our members, our guests, our individual positions and ourselves, regardless of any job title and any individual role. Every role I am in is done with excellence because I work like I own it! Core values include humility, respect, integrity, excellence, enjoyment, financial stewardship, good manners, good behavior and communication.

In October of 2019, The Club transitioned to member-ownership. As a result of the turnover, we established the following:

- Board of Governors – 7 members
- Golf Committee (Gentlemen's and Ladies)
- Greens Committee
- Social Committee
- House Committee
- Fitness/Spa Committee
- Finance Committee

The Club conducted a Member Survey receiving a 95% response rate and an 88% rating of Very Satisfied. As a result of the Survey a Strategic Plan was developed with the help of a Member ad hoc Long Range Strategic Planning Committee. Future plans for the Club include 6 Initiatives as a result of the member input:

- New Spa, Fitness, Wellness Center
- Casual Dining Space (socialization venue)
- Golf Course Renovation
- Golf Studio Renovation
- Refresh the Clubhouse
- Refresh the Gentlemen's Lounge

OLD PALM GOLF CLUB BY THE NUMBERS

- 285 members
- \$175,000 initiation fee
- \$24,700 annual dues
- \$12.0M gross volume
- \$7.0M annual dues volume
- \$2.5M F&B volume
- \$5.8M gross payroll
- 100 Employees in-season; 75 off-season
- 56 average age of members

