

**OPERATIONS DIRECTOR PROFILE:  
BAY HARBOR YACHT CLUB  
BAY HARBOR, MI**

**THE OPERATIONS DIRECTOR (OD) OPPORTUNITY AT THE BAY HARBOR YACHT CLUB**

The Bay Harbor Yacht Club in beautiful Bay Harbor, Michigan presents a special opportunity for an individual with exceptional communication and team development skills to become their Operations Director. As a highly visible leader, the OD will ensure the goals of both the food and beverage department and the Club are being met through proactive leadership and full-scope management. Identifying and paying attention to all the operational and financial details that contribute to overall success is a crucial attribute and an intuitive style of the successful OD.

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

**ABOUT THE BAY HARBOR YACHT CLUB**

Established in 1994, Bay Harbor Yacht Club is a member owned, private club located on Lake Michigan's Little Traverse Bay near Petoskey, Charlevoix and Harbor Springs. Member owned since 2001, the club has recently experienced exceptional growth, doubling in size over the last five years and is studying a \$13M renovation over the next three years.

Set on beautiful Lake Michigan, Bay Harbor Yacht Club offers a private beach and pool, racquet sports, bocce, a full selection of recreational activities and year-round family programming overlooking a 100 slip deep water marina. Recently named a Distinguished Emerald Award recipient as one of the finest private clubs in the world, Bay Harbor Yacht Club serves over 500 members and their guests. The club is also the nation's first resort community to fully integrate the use of battery-electric vehicles (GEM cars) and has been a leader and advocate of environmentally sound transportation solutions for years.

With four outstanding restaurants on property, there are dining choices from casual to epicurean in an indoor or outdoor environment. Dine alfresco on the Quarter Deck or sample gourmet regional cuisine in the elegant Bay Room. The eclectic Marina Lounge is the scene of weekly In-Towners Nights throughout the year. The Beach House with its Caribbean-themed cuisine is a popular destination for all ages. Members love the Club's farm-to-table fall dinners, cooking classes with Chef and family-favorite Pasta Nights. From the festive New Year's Eve Gala to delicious summer clambakes at water's edge, the Bay Harbor Yacht Club is a year-round favorite.

The Yacht Club is a popular venue for weddings, social and business events of all types and sizes, where world-class catering includes an acclaimed wine cellar, stellar cuisine and attentive service. Whether planning an elegant wedding ceremony and reception, an exotic themed event or entertaining guests on a private yacht, the Yacht Club exceeds expectations. Seating for groups of only a few to 250 is available within the 23,000 square foot Clubhouse. Large groups up to 530 can be accommodated in the 40,000 square foot Lange Event Center.

Recreational facilities also include tennis, platform tennis, pickle ball, pool, beach and bocce ball courts. In addition to active outdoor activities, the Yacht Club offers a wide range of programs for hobby enthusiasts including a book club, collectible car club, cruise club, wine club, mahjong and bridge. In addition, the Club's annual members-only Summer Concert Series brings world-class talent to Bay Harbor.

A high performance Fitness Center offers a comfortable, spacious environment filled with state-of-the-art cardio and stretch machines. More than 35 pieces of weight-training equipment help members achieve their fitness goals. Certified trainers are available to instruct in proper equipment use and assist members of all fitness levels. During season, energizing fitness classes range from Total Body Fitness to stretch, Personal Training classes to yoga and Pilates.

The Club also offers a wide variety of children's programs and activities from Junior Camp, TNT Camp, Time for Tots, Beach Camp and Golf, Sailing, Basketball and Tennis camps. Wacky Wednesdays offers an educational evening program for kids including art classes, conservation programs, animal activities and off-site field trips.

Thankful Thursdays features children's projects to benefit those supporting needy people in the community. Teen events include parasailing, traveling to baseball games and a Mackinac Island trip.

The resident-managed and operated Yacht Club focuses on continually improving, renewing and responding to the lifestyle needs of Bay Harbor families. The Club's Legacy Membership program allows adult children and grandchildren of members to enjoy all Yacht Club facilities, events and programs for a small annual fee. With so many amenities and activities awaiting, the Yacht Club is the place to enjoy the best of Bay Harbor, connect with family and build lifelong friendships.

## **HISTORY OF THE PROPERTY**

For over 100 years, mining operations and a massive cement plant had scarred over 1,200 acres and five miles of Lake Michigan shoreline on Little Traverse Bay. After the industry played out and the land lay desolate, various developers tried to reclaim the site. All of them failed. Then, in 1993, David V. Johnson dreamed of transforming this abandoned moonscape into the most luxurious residential community on earth. The undertaking became the largest land reclamation project in North America.

On July 12, 1994, his dream became reality with Governor John Engler on hand and thousands of spectators looking on, explosions demolished the century-old cement plant smokestacks. What followed, in March 1995 was another "big bang" – the explosion that would blast away the barrier between Lake Michigan and a quarry letting water rush in at one million gallons per minute. Within 24 hours, over 2.5 billion gallons would form the new "Nautical Center of the Great Lakes" in Bay Harbor Lake.

The vision was always to create the ultimate lifestyle, a year-round resort graced by boutique shopping, a deep-water marina, premier yacht club, equestrian center and a premier 27 hole golf course with more water frontage than any course in North America. All of this would be part of a greater community which encompasses 32 neighborhoods, each with its own uniqueness including the tranquility of woodland living in The Preserve to the Victorian charm of Village Beach.

Bay Harbor was built to be generational – for families to come and enjoy the amazing beauty and hand it down to their kids and grandkids. The plan was to keep it low-density, with generous use of nature preserves with homes high on a bluff, or at the water's edge or on the green of a championship golf course; all meticulously carved into the natural landscape and wrapped around Little Traverse Bay.

In just 25 years, there are property owners from around the globe and thousands of visitors who grace the community to attend premiere events and enjoy the world-class amenities throughout every season. What will truly be amazing is to see what the next 25 years will bring.

While the Club is open year-round, much of the activity is concentrated in the six months spanning May through October when the Club has most of its members in residence and the clubhouse activity is at its highest. To assist in attracting and retaining seasonal employees the club has recently taken the progressive step of purchasing a motel for employee housing.

## **THE BAY HARBOR YACHT CLUB BY THE NUMBERS:**

- 1994 Established, Member Owned since 2001
- 500+ Members
- \$5.1M Gross volume
- \$2.2M Annual dues volume
- \$1.9M F&B revenue
- 123 Employees (FTE) in season; 37 Employees (FTE) off season

## **BAY HARBOR YACHT CLUB MISSION AND VISION STATEMENTS:**

The Mission of the Bay Harbor Yacht Club is to serve its members as the social center of the Bay Harbor community with exceptional services, programs and facilities.

Our Vision: The Bay Harbor Yacht Club shall be the premier club on the Great Lakes offering a full range of world-class activities that connect family, friends and the community.

## **OPERATIONS DIRECTOR (OD) POSITION OVERVIEW**

The OD is responsible for the general operation of clubhouse functions relating most importantly to food and beverage but also including housekeeping, facility maintenance, sports management, concierge services and ensures that all services exceed members' and guests' expectations. The OD is responsible for all aspects of the Clubhouse operation in the absence of the General Manager and performs specific tasks as requested. He/she will also prepare an annual food and beverage budget. He/she will enhance the "club culture" and is responsible for the dissemination of hospitality, friendliness and goodwill among members, guests and staff. His/her goal is always to help members and guests enjoy the facilities and events of the club. The OD reports directly to the General Manager.

## **PRIMARY RESPONSIBILITIES**

### **Member Services:**

- Consistent sincere and significant engagement of members, highly visible to members and staff in the dining areas of the club is of premium importance. The OD is ultimately responsible to ensure that all member dining and club events are well-conceived and executed.
- Provide quality leadership in a positive and upbeat manner for the members, guests and staff.
- Create and maintain a first-class service culture throughout the club property.
- Address and resolve all member and guest complaints and suggestions, general service, employee attitude, maintenance, and presentation of the clubhouse operations.

### **Employee Relations:**

- Oversee the recruiting, hiring and development of clubhouse personnel. Oversee ongoing training programs complete with up to date training manuals to ensure exceptional service in all parts of the club's operation.
- Provides for training and future development of all subordinate managers and supervisors subject to budget approval by the General Manager. Instill the concept of being "team players" in all employees. Continue to coach, counsel and evaluate departmental staff.
- Ensures that a positive spirit and healthy work environment exists throughout the clubhouse, one that is free of safety risks and all forms of employee harassment.
- Maintain an effective communication program where employees are treated in a fair, structured and consistent manner.
- Function as an administrative and communication link between departments in the club.
- Guarantee that all clubhouse employees are regularly trained and certified in areas that help guard the safety and well-being of our members, guests and other employees including, but not limited to responsible alcohol service, safe food handling, etc.
- Help to facilitate a team environment with morale, high ethical standards and efficient use of resources to position Bay Harbor Yacht Club to be a preferred employer of choice in the community.

### **Financial Management:**

- Works jointly with the Director of Finance and General Manager to prepare the annual operating and capital budgets for all clubhouse operations, assists in managing and controlling the operations to attain the desired results.
- Monitors the budget each week/month and directs the taking of corrective action as necessary to assure that the budgeted goals are attained.
- Provides input to all clubhouse personnel regarding annual budgets, capital spending plans, fiscal controls and operational guidelines.
- Responsible for all labor cost payouts and maintains them within the constraints of the budget and through close coordination and with approval from the General Manager and Director of Finance.
- Monitors payroll records to control overtime and maintain labor costs within budgetary guidelines.
- Supervises the purchasing, receiving, safekeeping and disbursement of operating supplies and equipment to maximize quality and profitability.

### **Personnel Management:**

- Displays very hands on approach and leads the staff by example. Must be approachable to staff, members and guests.

- Assists the General Manager in developing and implementing long-range (strategic) and annual (business) plans, operating reports, forecasts and budgets.
- Responsible for all aspects of the international intern program including recruitment, coordination of housing, transportation and training.
- Works with Human Resources to develop long term staffing needs for area of responsibility.
- Responsible for the hiring, discipline, termination and documentation of all FOH F&B staff.
- Reviews all accidents, works with HR and Safety Committees in completing accidents reports and implementing improved procedures.
- Attends meetings of senior management and carries out directives because of these meetings and any other requests of the General Manager in a timely manner.
- Serves as an ad-hoc member of appropriate club committees.
- A warm personality, a sense of humor and the ability to work effectively with all levels of the internal staff and members.
- Works with Executive Chef to develop P&L statements prior to each event, makes appropriate notes following events and files information for future use.
- Works with Executive Chef on menu development.
- Works with the F&B Manager to organize and market special club events with guidance of the Social Committee.
- Furthers his/her own continued development as a club management professional as a member of CMAA. With the assistance and approval of the General Manager participates in appropriate seminars/training programs, thereby enhancing his/her value and quality of services to The Bay Harbor Yacht Club.

#### **Operational Responsibilities:**

- Understands and abides by The Bay Harbor Yacht Club policies and departmental procedures. Suggests changes and may direct the implementation of change.
- Provides content for and manages communications and marketing materials for department.
- Assures that the Clubhouse is run in accordance with all applicable local, state and federal laws.
- Researches new products/services/vendors and develops an analysis of their costs/benefits.
- Ensures that the club's preventive maintenance and energy management programs are on schedule and in use.
- Disseminates information effectively and coordinates activities between departments on a timely basis.
- Keeps the General Manager informed of all potential problems and activities related to the smooth operation of the clubhouse.
- Oversees inventory management throughout the F&B department and completes a periodic china, glass and silver inventory to maintain par levels.
- Coordinates and approves all entertainment in consultation with the Food and Beverage Manager and others.
- A sharp eye for detail in the overall management of the operation.
- Oversees the Wine List and Wines by the glass program.
- Responsible for regularly reporting of performance and financial data (i.e. cover counts, event P&L, weekly report to General Manager).

#### **DIRECT REPORTS:**

- Dining Services Director
- Sommelier and Beverage Manager
- Director of Events
- Engineering – Facilities Maintenance
- Housekeeping
- Concierge Desk
- Sports Management

#### **CANDIDATE QUALIFICATIONS**

- Has experience in designing and implementing training programs to ensure a consistently high quality member and guest experience.

- Must be an analytical thinker and data driven decision maker and have experience in member survey analysis and plan of action programming.
- Is a passionate leader with strong food and beverage credentials and a proven track record of providing premier - level hospitality services, with a personality that is commensurately appropriate for The Bay Harbor Yacht Club culture.
- Is a proven food and beverage leader who can manage his or her time and establish priorities, to which he or she is accountable to execute against.
- Has a verifiable track record of successfully leading and growing a dynamic food and beverage program and clubhouse operations including building revenues, controlling costs, and meeting or exceeding planned and budgeted bottom line goals and objectives.
- Is a “relationship” person who is successful in finding solutions with all sides in mind.
- Has an in-depth knowledge of wine, beer, and spirits. Has a thorough knowledge of multi-dimensional *à la carte* dining services, training, and service standards and processes as well as strong and verifiable skills in developing and growing catering sales and banquets.
- Is a highly motivated individual who is confident in his or her abilities and yet humble in personality; a person who can share the credit with their staff for achievements made as well as take responsibility when standards are not met.
- Has a positive attitude and is professional in nature with a high degree of integrity, strong work ethic, and can handle a fast paced, high energy environment and clientele.
- Exhibits a continuous desire to improve him/herself and a track record of developing strong and upwardly successful associates and direct reports.
- Understands golf, boating and court sports and is knowledgeable of the traditions of the games.
- Is a confident, proactive team builder who has a history of attracting, developing, and retaining high performance staff.
- Has an intuitive style resulting in a sincere and visibly engaged presence with members, guests, and staff; a truly engaging “people person.”
- Has a fundamental understanding of what constitutes a “premier club experience” and the proven ability to execute to that level.
- A professional career track record of food and beverage achievement and stability with experience in a high volume, highly respected club, resort or hotel.
- Proven leadership qualities with demonstrated ability to direct, coordinate and manage all facets of a club operation.
- Must possess Point of Sale experience, NorthStar preferred.
- Must have excellent technology skills, including extensive use of Microsoft Office programs.
- Possessing financial acumen to understand club financials and manage budgets.
- An overriding sense of quality consciousness that pervades every part of the clubhouse operation. This includes a high quality, courteous and efficient staff.
- Sound and current knowledge of human resources practices, including wage and hour laws, employment and discharge, equal opportunity employment, OSHA and the full range of employee benefits.
- Strong verbal and written communications skills. Comfortable speaking in front of a wide variety of groups including staff and board committees. Communication with members, guests, and visibility are highly important attributes of the incoming Operations Director.

## **EDUCATION**

A college degree is preferred with a major in Hospitality, Finance, and/or Business management.

## **SALARY & BENEFITS**

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers an excellent benefit package.

## **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.

***Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary.*** Your letter should be addressed to the BHYC Search Committee, and clearly articulate why you would like to be considered for this position at this stage of your career and why BHYC and the Bay Harbor area will be beneficial to both you and the Club if selected.

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

**“Last Name, First Name Resume” &**

**“Last Name, First Name Cover Letter”**

(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.

For directions on how to upload your resume and cover letter [visit this page](#).

[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)

### **Lead Search Executives:**

Sam Lindsley, Search Executive

[sam@kkandw.com](mailto:sam@kkandw.com)

216-509-2250 (Cell) - Medina, OH

Kurt D. Kuebler, Partner

[kurt@kkandw.com](mailto:kurt@kkandw.com)

561-747-5213 - Jupiter, FL

### **KOPPLIN KUEBLER & WALLACE**

[www.kkandw.com](http://www.kkandw.com)