



General Manager Profile

Winter Park Racquet Club

Winter Park, FL

www.wprc.net

The General Manager position at the Winter Park Racquet Club (WPRC) is a tremendous opportunity for a talented leader to achieve their personal and professional goals in a stable, private club seeking to elevate the member experience.

About the Winter Park Racquet Club

The WPRC was founded in 1953 and is Central Florida’s premiere tennis and social club. The Club is a private, not-for-profit, family-oriented social club with tennis and lakefront amenities that is located in a beautiful and charming neighborhood setting in Winter Park, FL. The Club has a stable membership with a strong balance sheet.

Facilities and Amenities include:

<ul style="list-style-type: none"> • 6,000 sq. ft. clubhouse on a beautiful lake • 4,000 sq. ft. private event facility • New 3,000 sq. ft. kitchen • Formal and informal inside dining areas • New lakefront bar and outdoor dining areas 	<ul style="list-style-type: none"> • 8 Har Tru tennis courts • Tennis Pro shop • Men & Women’s locker rooms • Modern, heated Junior Olympic pool complex • Sailboats, paddleboards and kayaks
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Operations

WPRC operates year-round. The Clubhouse serves lunch and dinner Tuesday through Friday. Informal pool-side dining service is available Tuesday through Sunday. The pool and tennis facilities are available 7 days a week.

The Club has a variety of indoor and outdoor social parties, events planned by the entertainment committee and organized by the staff. Tennis events such as member round robins, tournaments, team tennis, group and private lessons are organized and managed by the pro staff. These events often require coordination with food and beverage and other departments. Lakefront activities include swim practice, swim meets, and lakefront activities. In the summer, there are organized junior tennis/swim camps and lots of poolside socializing. Weddings and similar catered events for non-members are also an important part of the WPRC business model.

The Club membership is active, friendly and easygoing. We offer a variety of food and beverage options ranging from a more relaxed poolside experience to more casually sophisticated dining in the clubhouse with attentive and professional service.

Over the last few years, the Club has made meaningful capital investments in its tennis, clubhouse, outdoor dining, landscaping, and parking facilities to maintain a compelling club member experience. Recently, the Club has expanded the outdoor dining. Currently the Club is constructing a brand new kitchen and other adjacent spaces, including upgrading its HVAC systems.

The Club is governed by a structured 13-member board of governors (BOG) including 4 officers who rotate on and off the board. Several committees meet monthly and report to the BOG with recommendations on how to further enhance the club member experience. The General Manager reports to the Executive Committee of the BOG.

- 445 total members, including 342 full members, 38 junior members, and 65 social member types.
- Overall operational revenue is approximately \$5.7 M
- Food & Beverage volume is approximately \$2.04 M
- Non-member business does not exceed 15% of revenues
- 34 FTE, 50 Part time and seasonal employees
- Using the Jonas club management financial software with POS terminals

Position Overview

The General Manager (GM) must be sensitive to the dynamics of operating a club with varying membership expectations while taking the WPRC to the next level of the operational, financial and service excellence.

The GM assumes all operational leadership responsibilities of the Club and functions as a key partner and executive with the Club's Board of Governors (BOG). The GM has responsibility for the day-to-day operations, budget, and planning.

More specifically, the GM must:

- Define minimum service standards required to deliver high club member satisfaction and loyalty
- Develop and consistently execute operational processes designed to achieve these standards
- Recommend to the BOG the staffing and related resources necessary to execute these processes
- Create a stronger hospitality culture where every Club member is welcomed by name and feels special

- Build and train a strong team with high employee engagement where every team member feels valued and respected
- Possess the operational expertise and leadership maturity required to balance the trade-offs inherent in achieving a balanced scorecard (club member satisfaction, employee satisfaction, financial success)

Current Direct Reports:

- CFO
- Clubhouse Manager
- Director of Tennis Operations
- Aquatics Director
- Marketing/Events Coordinator
- Maintenance Manager

Candidate Qualifications

- Minimum of 10 years of progressive leadership and management experience with hospitality operations within the Club industry
- Minimum of 3 years of experience managing 4 or more direct reports including the food & beverage team and chefs.
- Strong general management and leadership skills with verifiable strengths in team development, maintaining a positive work environment, and financial planning.
- Ability to set and operate within budgets
- Quality food and beverage programming experience
- Exceptional member service programming experience
- Verifiable success in maintaining a positive work environment with a lifelong commitment to professional development and improvement.
- Ability to consistently define and achieve goals and objectives.
- Desire and ability to interact effectively before diverse constituencies of BOG, staff, members, vendors, and other people who are part of the success of the club.
- Business, creative, and entrepreneurial sense for the overall evaluation of programs and services provided at the club. Additionally, having the ability to recognize the quality and type of service that the majority of members expect.

A candidate must:

- Be an “Open door” leader, highly approachable, engaging, and sincerely vested in the success of the Club
- Be a “Team Builder” who coaches and motivates, sets clear goals and expectations, and provides consistent feedback and support
- Be a “Doer” that takes-charge and recognizes the importance of accountability
- Have experience leading direct reports and holding them accountable in areas the GM may lack subject matter expertise

- Be visible and accessible to members
- Be at ease in developing relationships with all demographics of members without favoritism.
- Be active in club operations, with especially strong food and beverage skills

Education and Certification

A Bachelor's Degree from a four-year university or college in hospitality management is preferred. Credentials from the club or hospitality industry, recognizing on-going involvement and commitment to lifelong personal and professional development. CMAA certification is strongly preferred.

Salary and Benefits

Salary is open and commensurate with the size of our club and the candidate's qualifications and experience, plus performance bonus. Benefits are customary with this position.

Note: Please include your compensation expectations in your cover letter.

Instructions on How to Apply

Prepare a thoughtful letter of interest to the Board of Governors articulating why you want to be considered for this position at this stage of your career and why the Central Florida area will be beneficial to you, your career, your family, and the Club if selected. Include your compensation expectations in your cover letter.

Please save your letter of interest and resume with the following filename format:

"Last Name-First Name LOI"

"Last Name-FirstName Resume"

Email your letter of interest and resume in PDF format to Kristen at the email address clubhouse@wprc.net with the subject line "WPRC GM Manager Resume: Last Name-First Name"