Thornblade Club’s Tennis Director’s Job Description and Progress Report on the Tennis Program

The Tennis Director is responsible for the overall operation of the tennis program at Thornblade Club and reports weekly to the General Manager and monthly to the Tennis Committee. (1) The Tennis Director (TD) is responsible for the financial operations of the tennis program. These operations include developing all capital and operational budgets for the tennis program and accounting for all revenue generated by the tennis program. (2) The TD enforces the rules and regulations of the club within the tennis program. (3) The TD is responsible for the operation of the following: tennis shop, tennis lessons, adult programs, junior programs, events, socials and tournaments, and maintenance of the courts and the tennis facilities.

(1) Financial Operations

A. Presently the tennis budget is $280,000 or approximately 4% of total Club budget. The TD submits budget reports to the General Manager on a regular basis.

B. The TD is responsible for maintaining accounting records for the following revenue generating activities of the tennis program.

Sales (rackets, shoes, clothes, balls, miscellaneous)

Stringing (approximately 400 rackets/year are strung)

Fees (Guest fees, lessons, clinics, Junior and Adult programs, tournaments, social events)

C. The TD submits budget and accounting reports to the Controller.

D. The tennis program under the current TD consistently meets budgetary projections. And the current TD has received bonuses because of these favorable year-end budgets for most of the years of his tenure (see Contract).

(2) Rules and Regulations:

1. The TD is responsible for training tennis program personnel in the rules and regulations of the club.

B. The TD is responsible for enforcing club rules and regulations with personnel and members.

C. Under the current TD (i) all tennis program personnel are fully trained in the rules and regulations of the club and (ii) the rules and regulations of the club are consistently enforced.

(3) Operations

A. Tennis Shop. The goal of the tennis shop is to provide exceptional service, quality merchandise, and inventory consistent with its size and its function within the tennis program. This requires that the following operations be performed:

Purchasing

Merchandising

Sales and Stringing

Managing court time

Accounting for fees

Well-trained staff

Service to members

A (1) In order to meet the above demands the TD must have the following skills and knowledge:

Ability to establish relationship with tennis companies and reps.

Knowledge of tennis equipment.

Knowledge of budgeting and accounting procedures.

Personnel management skills, including hiring, training and when and how to terminate employment.

Understanding members and member relations.

A (2) Progress

Personnel

The current TD hired and trained the manager of the tennis shop.

The TD oversees all hiring and training of tennis shop staff, and the staff consistently performs at

the highest level in all areas.

Employee turnover is low (only two pro shop managers in sixteen years of current TD’s tenure).

Sales

Under current TD, inventory has ben lowered from $$40,000 to $10-$12,000 (appropriate inventory level given the size of the shop).

Under the current TD, the turnover of inventory is 300% per annum and total sales are $36,000 with a net profit of $10,000.

Budgets

Under the current TD budget projections for the tennis shop are consistently met.

Merchandise

The tennis shop offers the highest quality merchandise.

Customer Service

Under the current TD there have been no member complaints regarding service in sixteen years. There have been complaints regarding the size of the tennis shop and the amount of inventory, but both of these types of complaints can’t be addressed because of the size of the shop and budgetary limits.

B. Lessons. Under the current TD, the tennis program offers the widest range of quality learning opportunities for adult and junior members.

Private and Group lessons are available on demand and members have a variety of quality instructors to choose from.

Juniors are now offered camps and clinics fifty weeks of the year (prior to the current TD there were only four one-week summer camps and only four months of after school camps).

10 weeks of summer camp (June, July and August)

Junior program August thru December and January thru May

Christmas Camp/New Years Camp

Junior Team Tennis

Women’s and Men’s Leagues

Approximately 16 teams per season (up from 3 in 1996 when the current TD took the position)

Combo and Senior Combo League-Aug

Adult and Senior League-Fall and Spring

Mixed Doubles League-Summer

Coaching

Under the current TD, complimentary warm ups are offered during the league seasons.

During league play, the current TD watches and critiques adult league matches and then develops appropriate drills.

Clinics

Singles Clinics-Thursday morning.

Cardio High Performance Clinics-Friday morning

Adult clinics throughout the year

Junior clinics Monday through Friday throughout the year

B (1) Skills and Knowledge

The TD must have knowledge of singles and doubles and both the men’s and women’s games.

The TD must know how juniors successfully develop.

The TD is responsible for the hiring, training and supervision of instructional personnel.

The TD manages the distribution of all private lessons among the instructional staff (proper managing avoids conflict among the staff).

The TD must know how to advertise and market the lesson programs (flyers, ads for programs) and organize courts for all league play.

B (2) Progress

Juniors

Multiple National Champions. (Will and Sara Guzick)

Nationally ranked Juniors

Southern and State ranked Juniors

Record attendance at summer camps this June

Leagues

Thornblade is the only club in the area to have a team qualify for the National Championships.

Every season teams qualify for Playoffs and or State Championships.

Clinics

Clinics are well attended.

C. Events. Under the current TD both the number and quality of social events and tournaments have increased.

Social. A wide variety of social events are offered to the members throughout the year.

Red and Blue Events

Pick Six (previously the Red and Blue Events)

Saturday morning social

Tuesday night Men’s Intraclub

Junior night

Men’s night

Ladies night

Welcome back social in February

Halloween social

Member/Guest

Member/Member

Club Championships

US Open Mixed Doubles

Tournaments. The club now holds three USTA sanctioned tournaments (will be four this year).

Prior to the current TD tenure the club held no tournaments. The tournaments are:

Aquafina/Thornblade Junior Tennis Classic

Frank C. Outlaw Adult Classic

Thornblade Fall Tennis Classic,

Rising Stars Junior Tennis Tournament (new this year)

C (1) Required Skills and Knowledge

TD must begin preparations 60-90 days before each tournament. These preparations involve the following:

Making fund raising and marketing arrangements.

Making arrangements with other clubs for use of courts (and contingencies-rain outs).

Arranging staff for tournaments, including employees (time and overtime) and volunteers and the hiring of umpires.

Ordering trophies, awards, score cards.

Setting up tournament-draw, scheduling, tournament desk, chairs on courts (first day could be as many as 128 matches).

Arranging and organize “demo day” during tournaments.

TD must have knowledge of USTA sanctioning process (all guidelines).

TD must budget the tournament and account for expenses and revenue.

C (2) Progress

Social events have expanded and are well attended and fees allow the events to usually break even which is the official Finance Committee goal.

Two of the tournaments have won State and Southern tournament of the year awards.

The Frank C. Outlaw tournament has generated close to $30,000 for various charities.

D. Court maintenance. Courts must be maintained at the highest level. This requires daily maintenance but also long term planning for capital expenditures.

D (1) Skill and Knowledge

TD must have knowledge of court maintenance in general: court surfaces, infrastructure (nets, fences, resurfacing, accommodations).

TD must have knowledge of clay court maintenance: (repair divets, watering needs which constantly change day to day and week to week, knowledge of sprinkler system, when to add or remove clay, when to roll the courts).

TD is responsible for hiring, training and management of personnel.

D (2) Progress

Courts are maintained at the highest level (this despite budget cuts for maintenance).

Current maintenance personnel all have been hired and trained by the current TD.

Members consistently comment on the high quality of the clay courts.