

USTA Tennessee Strategic Plan 2013 and Beyond



**SOUTHERN
TENNESSEE**

2013 and Beyond Strategic Plan

➤ Introduction

USTA Tennessee developed this Strategic Plan with direct input from board members, staff personnel, and volunteers.

This Plan articulates the vision and mission of USTA Tennessee, as well as its core values, goals, and strategic priorities. These elements were used to determine the organization's direction and permeate the actions necessary for current and future success. The strategic priorities are USTA Tennessee's decision-making guide which will allow the organization to focus on achieving realistic goals and objectives. The USTA Tennessee Strategic Plan also includes an action plan component for creating, implementing and accomplishing targeted priorities during the next three (3) years starting in 2013.

The overall function of the Strategic Plan is to clearly define USTA Tennessee as a successful tennis organization and to provide the continuity regarding direction and purpose over the long-term.

➤ History

The Tennessee Tennis Association is a nonprofit, 501c4 corporation organized under Tennessee law in 1977. It has 13,000+ members living in Tennessee and Bristol, Virginia. It is a membership-based, service organization which provides tennis programming, resources, and outreach in Tennessee. Tennessee is one of the nine states which comprise the USTA Southern Section, the largest section of the USTA. The USTA is the national governing body for the sport of tennis in the U.S. and the leader in promoting and developing the growth of tennis at every level – from local communities to the highest level of the professional game. It owns and operates the US Open, the largest annually attended sporting event in the world, and the Emirates Airlines **US Open Series** linking 10 summer tournaments to the US Open. In addition, it owns the 94 Pro Circuit events throughout the U.S., and selects the teams for the Davis Cup, Fed Cup, Olympic and Paralympic games. A not-for-profit organization with more than 730,000 members, it invests 100 percent of its proceeds in growing the game.

Although the Tennessee Tennis Association is the legal name of the organization, it will also be referred to as USTA Tennessee, the brand name, in this document as a division of the USTA Southern Section. Since 1977, USTA Tennessee has introduced and provided programming for thousands of juniors and adults across the state. USTA Tennessee has shown expansion with regard to the programs it has implemented and the service it has provided to the many residents of our community. Membership has grown from 4,000 to nearly 14,000 in 2013 and program areas like Jr. Team Tennis and 10-Under Tennis have provided more pathways for young children to enjoy the sport. We continue to work with community tennis associations, public parks, tennis clubs, private facilities, and teaching pros to bring our programs to all individuals that show an interest in participating in the game.

➤ **Mission**

The mission of USTA Tennessee is:

To Promote and Develop the Game of Tennis in the State of Tennessee to Its Highest Potential

This mission statement will serve as the guiding principle for all the activities of USTA Tennessee which include encouraging and engaging all individuals of the state to participate in USTA Tennessee Programming, Tournaments, and Events.

➤ **Vision Statement**

“It’s all about the mission.... to serve those who express a passion for the game.”

➤ **Core Values**

“Trust, Communication, Accountability, Doing What We Say, Commitment, Supporting the Mission!”

Trust

USTA Tennessee has a renewed trust in its staff and volunteers to fulfill the goals of the mission as a united organization.

Communication

USTA Tennessee strives to expose, inform and communicate openly with our participants about the organization in order to increase awareness and participation of the sport.

Accountability

USTA Tennessee will take ownership and be accountable to all areas of the tennis community for serving as the governing body of the sport.

Do What We Say

USTA Tennessee will keep promises and be transparent to do what we say we will do so that we can carry out the strategic plan to accomplish the mission.

Commitment

USTA Tennessee is committed to performance excellence in all areas of service to our members so that we can best serve those with a passion for the game.

Supporting the Mission

USTA Tennessee fully supports the organizational mission to promote and grow the game to its highest potential in Tennessee!

USTA Tennessee’s Core Values constitute the fundamental beliefs of the organization, while goals and objectives present a clear direction, Core Values serve as USTA Tennessee’s compass for current and future success.

Based on its organizational focus, USTA Tennessee has determined the following components of each area of concentration:

➤ **Organizational Focus**

USTA Tennessee's organizational objectives are based on the following six (6) critical areas of concentration:

- Identity and Image Of USTA Tennessee
- Strength of Community Tennis Associations
- Restructured Player Development Initiative
- 10-Under and Schools Participation
- Jr. Team Tennis Continued Success
- Growth of Adult Leagues

Identity and Image of USTA Tennessee

- Recognizing the Past
- Clear and Transparent Mission
- Positive Rebranding
- Communication Databases
- Relationship Building with Tennis Community
- Do What You Say – Staff and Volunteers
- Open Door Policy
- Customer Service
- Active and Healthy Leadership
- Hiring New Staff
- Marketing Plan

Strength of Community Tennis Associations

- State Master Plan
- CTA's Become the Umbrella
- Clear Pathway from National to Local
- Diverse Local Leadership Involved
- By-Law Changes to promote USTA Brand
- Other Sectional Success as Model
- Six Metro Areas
- Role of Smaller CTA's
- Territorial Lines

USTA TN Strategic Initiatives Continued

Restructured Player Development Initiative

- Team Tennessee/Coaches and Players
- Clarify the Pathway
- Focus on 14-12-10-8-Under Age Groups
- Partner with Universities for 16-Under Camps
- Reignite Competitive Training Camps
- Continue 10 and 8-Under Camp Structure
- Increase Visibility at Tournaments
- Parent/Player Educational Seminars
- Early Education Training Center

Increase in Schools and 10-Under Tennis Participation

- Beginning of the Pathway
- CTA Based
- School Target Markets – TMI Grant
- Follow Up After-School Programs
- Kids Clubs/Play Days
- Identify Accessible Facilities/Pros
- Increase Opportunities for Competition
- Parent Alert/Online Parent Education
- Scholarship Assistance

Jr. Team Tennis Continued Success

- Clear Target Markets
- Strengths and Weaknesses Across the State
- Integral Part of Player Pathway
- Coordinator is Key
- Collective Pro Buy-In
- Increase Coolness Factor
- Underserved Areas
- Parent/Player Database
- Sponsors for Team Events

USTA TN Strategic Initiatives Continued

Growth in Adult Leagues

- Clear Target Markets for Growth
- Identify Major Barriers –Regulations/Ratings
- Work through CTA's – USTA Ownership
- LLC is Key
- Better Communication Pathway- Sectional-State-CTA-LLC's-Captains
- State Training for Problem/Solving
- Incorporate Existing Leagues?
- Beginner League Incentives
- Work with the Pros

➤ SWOT Analysis

West Tennessee

Strengths	Weaknesses	Opportunities	Threats
USTA National and ATP/ WTA Events	Fractionalization	College Partnerships	Public Funding
Size and Numbers	Number of CTA's	Adult League Numbers	Access to Hard Court Facilities
Strong Player Development	Public Resources	Membership Size	Location in State
Indoor Facilities	Lack of Leadership	JTT Expansion	Other Sports

Middle Tennessee

Strengths	Weaknesses	Opportunities	Threats
Population	Fighting Establishment	Potential for Growth	Other Sports/Leagues
Good Universities	Fractionalization	Number of Clubs/ Schools	Possessiveness
Location/State Office	Most Clubs Private	Lack of Previous Organization	Lack of Public Facilities
Good Facilities Overall	Lack of Trust	USTA Tn Office	Not Seeing Big Picture

USTA TN SWOT Analysis Continued

East Tennessee

Strengths	Weaknesses	Opportunities	Threats
Good Universities	Adult League Numbers Down	CTA's are Involved	Lack of Trust
Jr Development System Strongest in State	Too Many CTA's Possibly	Number of Clubs/Schools	Cooperation of CTA's
Pros Working Together	Lack of Tennis in Schools	Number of Events/Tournaments	Loss of Members /Funding
Number of Facilities	JTT Participation in Areas	Good History of Tennis Community	Becoming Fractured

➤ **Situational Analysis**

As the governing body of tennis for Tennessee since 1977, USTA Tennessee has helped to grow the game throughout the state by managing programs, tournaments, and events for its membership and volunteers. With a current membership of 13,500, growth in the sport, however, has not been as anticipated. In a recent presentation by USTA National and Southern, it was pointed out that if USTA Tennessee had grown at the rate of the rest of the Southern Section over the past 20 years, we would be receiving quarterly funding of nearly double of the current amount from USTA Southern. If we had grown at the rate of Georgia alone, the amount would have nearly tripled. In addition to the slow-growth numbers, in 2012, it was discovered that the prior Executive Director abruptly resigned leaving numerous problems.

- No audit since 2000
- No workers compensation insurance in violation of Tennessee law
- Non-use of state sales tax exemption, resulting in unnecessary payment of
- Thousands of dollars in Tennessee sales taxes
- Complete absence of fiscal policies and procedures
- Missing income from tournament fees (which we eventually recouped)
- Unauthorized expenditures which violated grant terms and board policy
- Redundant and unnecessary expenses unrelated to TTA mission
- Undocumented & excessive Executive Director travel expenses
- General fiscal irresponsibility, including non-compliance with budget
- Misclassification of income and expenses on financial reports
- Commingling of assets and income of the TTA and the Tennessee Tennis Patrons Foundation, a separate 501c3 organization
- Contracts signed in 2011 at terms highly disadvantageous to TTA
- No performance evaluation of staff since 2006
- Disengagement from sectional and national training since 2009
- Demoralized staff, largely unaware of the organization's finances
- Unreliable and incomplete financial books and records

USTA Situational Analysis Continued

In April 2012, the President, Vice President, and Executive Committee of the organization began to make advances toward confronting the problems of the past by hiring a new Executive Director and taking the following steps as a team.

- Increasing the salaries of current staff and converting them to fulltime status
- Cutting away unnecessary expenses through vendor and contract management
- Outsourcing Payroll and other Human Resource Functions
- Offering Health Insurance for employees for the first time in the organization
- Organizing a Policy and Procedure Handbook for State Office Staff
- Organizing new databases to reach a maximum audience in the state
- Conducting an audit which was completed in December 2102
- Purchasing a new vehicle for the ED's use to cut down on reimbursed travel expenses
- Leasing new office space as the old office was based in a strip mall in a Nashville suburb
- Hiring a new Administrative and Fiscal Officer
- Hiring a new Junior Program Coordinator
- Hiring a part-time Marketing Coordinator
- Reworking the organizational website
- Redoing the organizational by-laws
- Attending the US Open and the USTA Semi Annual Meeting
- Organizing a Strategic Planning Meeting for board and staff
- Renewing past relationships to grow tennis in the future
- Disengaging USTA Tennessee from the Tennessee Patrons Foundation
- Reworking the Chart of Accounts
- Starting clean with a new 2013 Budget Proposal

A great deal of effort has taken place to build a renewed quality organization. From these efforts alone, net income has increased 10% in 2012 over 2011 income and there has been a reduction in 2012 expenses over 2011 expenses, which has yielded a net income greater than \$140,000 for 2012.

The commitment level of its leadership, staff, volunteers and supporters will provide the basis for future success. To continue making progress, the organization must look for ways to enhance its current efforts. A key to its ongoing success is to ensure that there continues to be leadership at the helm and an infrastructure in place that will successfully respond to an ever growing diverse community with real needs.

"The challenge is in building an organization that has the culture of continually asking difficult questions about the soul and fate of itself, with the understanding that things are going to continually change in spite of resistance."

USTA Tennessee's focus to "*Promote and Develop the Games of Tennis*" helps the organization to embrace its history and achievements while re-inventing itself to meet the changing needs of a diverse and ever-demanding community. Therefore, USTA Tennessee will take from its past and incorporate new ideas today to maintain a learning culture as follows:

- One in which leaders effectively communicate the organization's mission, goals, and vision, as well as standards of excellence.
- One that establishes core values and effective policies and procedures that represent the true beliefs and behaviors of the organization.
- One that seeks and respects different perspectives and points of view by cultivating, as well as facilitating inclusion, not exclusion.
- One that supports and exemplifies the "learning organization" philosophy.

➤ **Strategic Initiatives**

The potential for an explosion of growth in tennis is apparent. With a current population of nearly 6,400,000 and five key metropolitan areas to be tapped, Tennessee has unlimited potential to increase its numbers in all areas of membership and programming, and now that the infrastructure has been renewed, the organization needs to focus on outward growth.

Consequently for the next three (3) years, starting in 2013, USTA Tennessee has prioritized six (6) strategic initiatives for implementation with a keen eye on service, delivery and performance excellence:

1. Strengthen and rebrand the identity and image of USTA Tennessee
2. Build strong and self-sufficient Community Tennis Associations
3. Begin a Player Development Initiative that will support all levels of play
4. Foster a base of increased 10-Under and Schools Participation
5. Ride the current growth of Junior Team Tennis
6. Focus on customer satisfaction and growth to build USTA Tennessee Adult Leagues

The following pages represent USTA Tennessee's three (3) year strategic plan with specific goals and objectives, as well as the action steps required to continue, as in the past to maintain a results-oriented, community-focused and cost-effective tennis program.

➤ **Strategic Plan Goals and Objectives**

1. Strengthen and rebrand the identity and image of USTA Tennessee.
 - Excel as a **customer service** organization that understands the product and the needs of the customer.
 - Build a reputation as an organization that **“does what it says”** and serves as a valuable resource for the tennis community.
2. Build strong and self-sufficient Community Tennis Associations.
 - Provide guidelines and direction for our CTA's to be the **backbone of the tennis community**.
 - View the CTA as the **primary channel** to support and administer our premier USTA programs.
3. Begin a Player Development Initiative that will support all levels of play.
 - Provide **supplemental training** to all players who show an interest in improving and excelling in the sport of tennis.
 - Continue to **educate and support** our coaches and teachers to allow them to provide the best training ground possible for our youth programs.
4. Foster a base of increased 10-Under and Schools Participation.
 - Establish the framework for **all youth** to be able to participate in a school or after-school program.
 - Define a **clear pathway** for those players to be able to continue their love of the sport throughout their lifetime.
5. Ride the current growth of Junior Team Tennis.
 - Continue to share and educate the tennis community on the **benefits of a team program** and how it helps to determine the character of individuals.
 - Provide the **support and resources** for all areas of the tennis community to provide this pathway as a choice.
6. Focus on customer service and marketing to build the branding of the USTA Tennessee Adult League Program.
 - Concentrate on providing the **best possible service and programming** for our adult population to enjoy the sport at all levels.
 - Understand that change and **innovation** may be required in order to keep up with the changes from both our external and internal environments.

➤ **Strategic Plan Action Steps**

Initiative #1) Rebrand the Identity and Image of USTA Tennessee

In order to move forward to a positive future for the organization, we felt that we had to let the tennis community know that we are evolving into a customer-service oriented resource that will focus on the enjoyment and growth of the game for all levels over the next three years. In our strategic planning process, the core group wanted to emphasize the values of accountability, trust, commitment, communication, doing what we say, and supporting the overall mission. These values reflect that past situational analysis of USTA Tennessee in that this was not always the case when dealing with the public. In order to reinforce these values, we will take the following action steps:

A) Recognize the Past

We began this process in the strategic planning meeting by asking the group to draw pictures that represent the USTA Tennessee past and future. The end result is now hanging on the USTA Tennessee state office. It was clear that the participants felt that this was an important first step in developing the organization for the future while also respecting the past.

B) Develop a Clear and Transparent Mission

The mission statement *To Promote and Develop the Game of Tennis in the State of Tennessee to Its Highest Potential* was unanimously approved.

C) Initiate Positive Branding

USTA Tennessee will continue with the current logo as dictated from the USTA National and Southern office. We will, however, take steps to insure that all staff, volunteers, and coaches are visible to the public with the appropriate representation in clothing and signage and ensure that they commit to a level of Excellence for USTA Tennessee.

D) Build Better Communication Databases

A first step has been taken to build a database in the office of 200-300 pros, coaches, and administrators in the state. We currently also have access to a database of our 13,000 members with the Southern office and are reviewing ways to use this within the boundaries of the USTA. We will add other marketing tools such as Constant Contact and Cheetah Mail to start to analyze and learn more about our population.

E) Build Relationships with the Tennis Community

The Executive Director, President and Vice President have taken the first steps to reach out with visits to clubs, CTAs, and other organizations around the state. A reception and Strategic Planning Meeting were held in Nashville in 2012, and the annual meeting will be held in February and open to more volunteers than previous. Through engaging with our volunteers and living our mission and core values, we will continue to focus on repairing relationships over the next two (2) - three (3) years.

F) Do What You Say – Staff and Volunteers

The USTA Tennessee staff now has weekly staff meetings that establish the core value of *doing what we say so* that we can plan, process, and initiate projects around the state that need commitment and follow up. The president and president-elect, in addition to the board of directors, have made an invaluable effort to communicate with and be available to all volunteers regardless of the issue.

G) Practice an Open Door Policy

The USTA Tennessee office has been relocated from a strip mall in Mount Juliet to a bungalow on Music Row. We feel the new location places us in prime position in the state as well as the city of Nashville. We are available to the tennis community from 8:30 am-4:30 pm and all staff personnel have their own phone line, including the staff position in Knoxville.

H) Emphasize Customer Service

Coordinate with the USTA Southern initiative of using customer service as a base in all programming, communication and interaction with the tennis community.

I) Sustain an Active and Healthy Leadership

An engaged and active board of directors has been established in addition to a restructuring of committees for the state. The annual meetings will now include all working meetings and will bring together key volunteers to plan the future. We now have 16 USTA Tennessee volunteers on Southern Committees and one member of a USTA National Committee. Additional staff has been hired at USTA Tennessee and all work fulltime in the state office for the growth of the game. Over the next two (2)- three (3) years, this trend will continue with a continued search for committed volunteers as staff.

J) Formulate a 2013 Marketing Plan:

For the next 2-3 years, the USTA Tennessee marketing initiative will incorporate hiring a fulltime staff person and the development of a marketing plan that ties into the core of the strategic plan. The table on the following page is the framework that our staff person and committee will build on.

*An important step in understanding how customers are experiencing our service is to build a Customer Journey Map. Suggest an exercise with staff and key stakeholders in building a USTA Customer Journey Map.

2013 Proposed Marketing Plan

Program	Events/Reason	Budgeted	Actual	Results
All Programs	Create Brochure/One Pagers/ Traditional Marketing Materials/Create a process that allows state office to be the central source for branding.	\$2,000		Brand consistency, Continuation of Mission and Message. Supports all Programs.
Adult League	Develop a marketing manual for LLC's use. Hardcopies and soft copies.	\$1,000		Provides standardization to LLC's.
Adult League	Develop Marketing calendar containing statewide league critical dates i.e. registration dates.	0		Allows for coordination among all areas.
Adult Leagues	Pro Rewards for 6 new USTA team members/Post Cards to facilities and Pros/Other Cash Incentives	\$4,000		Growth for new Adult Membership.
Adult Leagues (Could be a successful monitor for all programs)	Create a League twitter account that allows member players a forum for discussion and feedback. Engage Social Media (Twitter) for discussions among all teams across the state.	0		Monitored by state Adult league staff and volunteers, social media platforms should be used to monitor and gauge perceptions.
Community Tennis/ All Program	Sport Court/Travel and set up at SEC football game/State Schools/UT/Vandy/MTSU/	\$2,000		Bring tennis to a wider audience.
Adult League	Age Restructuring Materials/Pop- up signs, post card, eblasts.	\$2,000		Communication and information to current members.
Adult Leagues	Tournaments website creation	\$1,400		Not quantifiable
Adult League	Partner with corporate wellness programs. Employees who sign up and participate in USTA League play can get credit within their wellness programs.	0		Growth in Adult League Numbers. Introduction to larger corporate entities.
All Programs	Quarterly "Health Checks" of programs and initiatives.	0		Helps optimize marketing dollars.
10 Under	Booth/Kiosk participation in targeted kids/parents events. Free Membership is the call to action.	\$2,000		Continued growth of free membership numbers.
10 Under	Increase Competition Opportunities	\$1,000		Discussions for 2013
Jr Programs	Tournament Website Creation	\$1,500		Communication and information
Jr. Programs	Pros' honoraria	\$2,000		Growth for new membership.

Initiative #2) Strengthen Community Tennis Associations

Currently there are a variety of issues with the relationship between the state office and the community tennis associations. There is no real cohesive strategy that exists for developing, training, and equipping local associations, no policy existing for CTAs to have governance power at the state level, and no plan for coordinated growth or levels of associations which exist within Tennessee. CTAs which deliver more assets (i.e. USTA leagues, Jr. Team Tennis, tournaments) do not receive any different compensation from the state than CTAs that do not choose to offer all of the USTA assets. Community Tennis Associations are the primary delivery system in local communities for USTA programming. As these local organizations are strengthened and supported by the state association, growth at all levels will occur. The proposed plan for action will include the following.

- A. Set up 4 (four) levels of Community Tennis Associations in Tennessee
 - 1. Platinum level
 - 2. Gold level
 - 3. Silver level
 - 4. Bronze level

These levels will be defined in detail. Each level will have its own requirements and benefits.

- B. Set up full service (Platinum level) associations in every city over 50,000 in population where no CTA currently exists.
- C. Set up a tennis professional network throughout the state to parallel this initiative and encourage their involvement with local associations.
- D. Set up a task force from the state Community Development Committee to study and propose changes to state by-laws to allow CTAs more governance at the state board level.

Within 3 months:

- 1. Finalize documents/proposals.
- 2. Prepare packets for all CTAs and disseminate information.
- 3. Continue to evaluate individuals for state CD committee.
- 4. Schedule and begin Town Hall meetings to lay out plan in local communities.
- 5. Set up area CD workshops for 2013.

Within 6 months

- 1. Committee meets at Annual Meeting
 - a. have possible by-law changes voted on to submit to board of directors
 - b. develop governance implementation strategy for giving CTAs at each level a voice at state level and submit to board for vote
 - c. Committee members would be tasked with developing a strategy for their unique areas to build bonds with local tennis professional.
- 2. Conduct 3-4 area community development workshops.

CTA Levels

Levels	Requirements	Benefits
Platinum	Same as Gold plus: 1. A minimum of three formed and active committees 2. Outreach: CTA is able to assist other smaller CTAs in area through collaborative programming, mentoring, etc. 3. Run all Adult League programs and at least two seasons of Jr. Team Tennis 4. Hold at least one QST workshop, RCW, High performance or other USTA authorized workshop	Same as Gold plus: • Special recognition at TN CD workshops and Awards Luncheon • Eligible for additional grant funds
Gold	Same as Silver plus: 1. Quarterly Board meetings with a quorum of officers present 2. Plan for recruitment of volunteers 3. Fundraising plans other than USTA funding 4. CTA website 5. Offer at least two adult league programs and one season of Jr. Team Tennis 6. Host at least one Play Day per year	Same as Silver plus: • Recognition at USTA TN CD workshops • Ability to bid on and host League and Jr. Team Tennis Championships • Eligible for CDLM grant
Silver	Same as Bronze plus 1. Board meeting held at least 3 times per year (submit dates to state office) 2. Annual Action Plan provided to state office 3. Attendance at state community development workshop strongly encouraged 4. Offer at least one USTA program.	Same as Bronze, plus • Eligible for scholarships to national community development workshop • Eligible for Southern program grants
Bronze	1. Registered with state of TN as not for profit corporation 2. Establish IRS designation and acquire an EIN 3. Organizational member of the USTA 4. Register online with USTA 5. Organizations charter on file at state office and bylaws posted on organizations website	• CTA start up grant for \$500 available from USTA Southern • Insurance benefits • Free website

Initiative #3) Restructure the Player Development Initiative for USTA Tennessee

USTA Tennessee has a rich history of great tennis and tennis players and that reputation has been diminished in the past ten (10)-fifteen (15) years. There has been very little planning, assistance or support for the players who strive to reach a higher level of the sport. Keeping this in mind, we will introduce a Player Pathway that will provide a structure for junior players regardless of the level they seek to attain. The suggested action steps will look as follows:

A. Develop and Market a Clear Player Pathway

Schools Tennis	Play Days	Festivals	Kid Camps
10-Under Tennis	JTT	Camps	Tournaments
Junior Team Tennis	Leagues	State Champs	Sectionals/Nationals
Tournament Level	CTC's	Camps	Parent Education
High Performance	CTC's	College Camps	Southern/Nationals
College Tennis	NCAA Div 1,2, 3	Tennis on Campus	Futures/Satellites
Adult Competition	Futures/Satellites	USTA Sanctioned	Leagues

B) Rebrand TEAM TENNESSEE

All junior players and coaches that participate in the player development program will receive branding that identifies them as part of our initiative to provide the best possible opportunities with our players. All events, tournaments, and clothing will support the initiative.

C) Reignite Competitive Training Centers (CTC's)

The CTC's were started over ten (10) years ago with the idea that the top players in each area of the country would receive supplemental training in addition to what they receive from the local pro/club. In addition to the tactical and technical sides of the game, areas of emphasis include nutrition, fitness, competition, and mental training. Former players or coaches offer advice, and the top players have a chance to train in a non-pressure environment.

For USTA Tennessee, we have divided the state into East (Knoxville), Central (Nashville), and West (Memphis) and will hold the CTC's from December until March. They will include a variety of three (3)- six (6) hour training sessions and two travel matches with other CTC's. Twenty players will be invited based on ranking and age. (Currently it will be 12-Under). A variety of coaches and facilities will be used in order for the players to gain insight from a full array of experienced professionals. Balls and shirts are provided by the USTA. Once the CTC's have finished in March, we will then select a team to attend three State Camps for even more supplemental training. We plan to host these in the Spring/Summer.

In addition to having high performance training, we hope that the CTC's will be just one step in developing Team Tennessee so that we will be able to track and assist players throughout their junior careers. We also hope to develop a group of Team Tennessee coaches that can assist players at events and that will work different age camps and tournaments for our high performance players.

USTA TN Player Development Action Steps Continued

The budget for the CTC's is as follow for year one (1) through three (3). They will produce \$6,000-18,000 added income for USTA Tennessee to be distributed in further Junior Development Programs.

USTA TN CTC 3-year Budget

Revenue	2013	2014	2015
USTA National	\$ -	\$ -	\$ -
Southern Section - Balls, T-shirts Given	\$ -	\$ -	\$ -
Program Revenue - Knoxville (20 players @\$350)	\$ 7,000.00	\$ 8,750.00	\$10,000.00
Program Revenue - Nashville	\$ 7,000.00	\$ 8,750.00	\$10,000.00
Program Revenue - Memphis	\$ 7,000.00	\$ 8,750.00	\$10,000.00
Sponsorship	\$ -	\$ 5,000.00	\$10,000.00
Grants			
Other			
Total Revenue	\$21,000.00	\$31,250.00	\$40,000.00
Expenses			
Administrative Fees	\$ 1,500.00	\$ 2,000.00	\$2,500
Coaching Fees (4 Coaches per session):			
Knoxville	\$3,600	\$4,500	\$5,400
Nashville	\$3,600	\$4,500	\$5,400
Memphis	\$3,600	\$4,500	\$5,400
Court Fees (currently at 0, a precaution)	0	\$0	0
Van Rental	\$2,000	\$2,500	\$3,000
Total Expenses	\$14,300	\$18,000	\$21,700
Net Income	\$6,700	\$13,250	\$18,300

D) Add State Training Camps

We will also add two (2)- three (3) State Training Camps per year so that the best players from across the state will meet for advanced training in technical, tactical, mental, and physical training. We would try and include a Southern or National staff person for added exposure for our children.

E) Begin Parent Alert/Online Education

Parent Education will be a continued goal for Player Development. The parent is an integral part of the development team, and particularly for 10-Under tennis, educating parents in the sport has shown increased significance. Parenting My Champion was developed by USTA North Carolina several years ago. There are two (2) aspects to the tool recently passed by the Southern Committee to be a requirement by all nine (9) Southern states in 2013. The emphasis has been placed on good sportsmanship for the players, parents and coaches. USTA Tennessee will need to determine the plan of action to implement 1) Parenting My Champion and 2) the Parent Alert.

Parenting My Champion: Every state must require:

1. At least one parent of any player entering a state Level 4 & 5 sanctioned tournament complete Parenting My Champion and submit their statement of completion to their state via the web. The parent is only required to complete the course one time. Monitoring this requirement will be the responsibility of the state, not the section or individual tournaments. The section will work with each state to provide the proper reports to monitor this.
2. Every sanctioned tournament must have a link to Parenting My Champion on their TDM website.
3. A link to Parenting My Champion on the state's website

The following is **requested** from each state:

1. Promote the program and encourage all parents to complete it
2. Provide CD's of the presentation to show at parent/player meetings, coaches, officials and tournament directors workshops and other appropriate venues.

The Parent Alert has been revised and is to be used as follows:

- **Require** the Parent Alert be signed by the entrant and the parent/guardian before the start of play in all USTA Southern Level 1, 2 & 3 sanctioned tournaments. USTA Southern will handle enforcement at the Level 1 & 2 tournaments and the states will handle the enforcement at Level 3 tournaments with the support of USTA Southern.
- **Recommend** the Parent Alert (with the insertion of the state name rather than Southern) be signed by the entrant and the parent/guardian before the start of all other district tournaments.
- **Recommend** the Parent Alert be posted on the tournament web site under general notes no later than 7 days before the entry deadline with instructions on its use and a link to the printable document.
- **Recommend** the Officials Committee add specific training to the Officials' Certification Clinics that address the Parent Alert and the role officials play in its enforcement.
- **Recommend** the Parent Alert (if adopted by the state) be discussed at each state Tournament Director's Workshop.

Initiative #4) Increase Schools and 10-Under Tennis Participation

Schools and 10-Under growth will be our base for the future at USTA Tennessee. We will need to clearly outline these programs as first steps on the USTA development pathway described previously. The following programs and initiatives will help to facilitate this action plan.

A) Implement the TMI Grant In Nashville Tennessee

Nashville was one of two U.S. cities to receive a USTA “Target Market Initiative” \$100,000 grant to begin in 2013. The Davidson County population is 626,681 with 37,613 between the ages of five to nine. That age group consists of 6% of the population. Williamson County has a population of 183,182 with 15,715 between the ages of five to nine. That consists of 8.6% of the population. With a large percentage of young children and families that currently do not participate in USTA programming, we hope to use this initiative as a model throughout the state in years two (2) and three (3).

The following 10-Under pathway will be the focus for the Nashville area:

1. In Schools Tennis (physical education classes)
2. Tennis-ee Kids Club (after school programming)
3. USTA Play Days (informal play)
4. USTA Jr. Team Tennis (formal play)
5. USTA Tournaments

The funds from the initiative will help establish this pathway with the goal to be self-sustaining by the fourth year. The following will be an overview of a description of each of the pathways we will establish.

10 AND UNDER PATHWAY

1. In-School Tennis

With shrinking physical education budgets and larger class sizes, teachers are having a tougher time to get equipment and training needed to introduce new skills in the classroom. Our goal is to eliminate the need to purchase equipment for teaching tennis in the classroom by providing a temporary equipment package that will be stored at the school for the duration of the Tennis-ee Kids Club for the teacher to use during school hours. The TSR and USTA TN staff will conduct in-service training.

2. Tennis-ee Kids Clubs

Tennis-ee Kids Club is an after school program designed for elementary students ages 10-Under in Tennessee. Each elementary school that runs the program will sign up as an organizational member. The program is run and managed by the local performer. This allows for quality control of the 10-Under components and success of the program by providing equipment, recruiting, training (QST workshops) and managing of site directors and instructors, many of which are parents, teachers, high school and college students, and community leaders. This program serves as the pipeline of the 10-Under tennis players, and is fee based which brings in new tennis players and becomes sustainable.

USTA TN Schools and 10-Under Action Steps Continued

3. USTA Play Days

The local performer will work with area tennis facilities to host a USTA Play Day throughout the year. The goal is to hopefully rotate the host site so that each facility will have a chance to showcase the amenities they offer. This will build a partnership between the USTA and local facilities as hopefully this will provide new members to the hosting club.

4. 10-Under Jr. Team Tennis

The Davidson and Williamson County area has a JTT Coordinator that focuses on 10-Under participants. The local performer and the JTT Coordinator will work together to get the children that participated in the Tennis-ee Kids Club and USTA Play Days on teams to participate in Jr. Team Tennis.

5. USTA Tournaments

Tournaments are managed by specific individuals in the area. The local performer will make sure that all information about the upcoming tournaments will be sent to the participants from the Tennis-ee Kids Clubs and Play Days that is in the database. All information will go through the local performer to be passed out.

MARKETING for TMI Grant

1. Website – Building a website for the after school and USTA Play Days. This will allow for information to be given, and a place for participants to register for a specific program.
2. School/Event Promotional Material – Print costs for flyers and giveaways during the program and at events.
3. Event Booth Space at schools that are running the Tennis-ee Kids Club.
4. Print Advertising Cost – To pay for ad space at specific publications that reach the target audience for the Target Market Initiative.

Nashville TMI Grant Proposed Budget

Revenue	2013	2014	2015
USTA Southern			
Nationals Portion	\$ 25,000.00	\$15,000.00	\$10,000.00
Southern Portion	\$ 12,500.00	\$ 7,500.00	\$ 5,000.00
USTA TN Portion	\$ 12,500.00	\$ 7,500.00	\$ 5,000.00
Southern Total	\$ 50,000.00	\$30,000.00	\$20,000.00
USTA Tennessee			
Program Revenue - Tennis-ee Kids Club	\$ 7,425.00	\$20,250.00	\$36,000.00
Program Revenue - Play Days	\$ 750.00	\$ 1,500.00	\$ 2,000.00
Sponsorship	\$ -	\$ 1,000.00	\$ 2,500.00
Tennessee Total	\$ 8,175.00	\$22,750.00	\$40,500.00
Total Revenue	\$ 58,175.00	\$52,750.00	\$60,500.00

Expenses	2013	2014	2015
USTA Southern			
Staff - 10U Coordinator	\$ 16,850.00	\$16,850.00	\$16,850.00
Coordinator Travel/Admin	\$ 4,250.00	\$ 4,500.00	\$ 5,000.00
Equipment	\$ 11,250.00	\$ 7,500.00	\$ 3,750.00
Marketing	\$ 11,000.00	\$ 6,000.00	\$ 6,000.00
Southern Total	\$ 43,350.00	\$34,850.00	\$31,600.00
USTA Tennessee			
Staff - Instructors/Site Directors	\$ 8,000.00	\$14,000.00	\$22,000.00
USTA Tennis Play Days	\$ 1,000.00	\$ 1,000.00	\$ 3,000.00
Tennessee Total	\$ 9,000.00	\$15,000.00	\$25,000.00
USTA National			
Training	\$ 2,200.00	\$ 1,100.00	\$ 1,100.00
Courts/Lines	\$ 2,500.00	\$ 1,500.00	\$ 1,500.00
National Total	\$ 4,700.00	\$ 2,600.00	\$ 2,600.00
Total Expenses	\$ 57,050.00	\$52,450.00	\$59,200.00

Proposed Program Results

Tennis-ee Kids Club Schools/Afterschool Programs	11	25	40
USTA Tennis Play Days	3	4	6
Equipment Packages (\$750/Package)	15	10	5
Lines at Elementary Schools (\$500/School)	12	6	6

B) Re-establish 10-Under Training Camp Program

In 2012, USTA Tennessee offered 10-Under Training Camps in order to broaden the base of children that are assisted at the age. For the next three (3) years, we have simply increased the number and scope of these camps. Our goal is to offer the training opportunities and exposure to younger children that have the passion to excel at the sport. This will be the association's first step in bringing these players that are introduced to tennis into a high performance environment.

For 2013, we have selected five (5) areas of the state (Memphis, Knoxville, Upper East, Chattanooga, and Nashville) to hold three (3) camps each in the winter months and 3 camps each in the fall. We will then select a team to attend two (2)-three (3) State Camps in the spring and summer. These camps will also be part of the Player Development Pathway and will be the youngest age that we begin to build Team Tennessee. The team of coaches will also be selected to assist in the camps.

Again, the philosophy is to be broader at the base of the pathway for the 10-Under's so that we impact as many children as possible. These camps should serve as an additional training tool to offer supplemental training other than what they receive at their clubs. We would like

USTA TN Schools and 10-Under Action Steps Continued

to EXPOSE them to experienced coaches and staff that they would not normally be able to train with or learn from. We also hope to offer assistance to both the smaller communities to the larger cities. We know that we have a vast array of competition with other sports and that this pathway must be fun and educational for them to continue to play tennis.

10-Under Camp Budget USTA TN				
Revenue	2013	2014	2015	
Winter/Spring Camps-2 Each in 5 Metro Areas				
Player Revenue (20 Players * \$50 * 10 Camps)	\$10,000	15,000	20,000	
Summer State Camps - 1 Each Major Metro Area				
Player Revenue (20 Players * \$50 * 3 Camps)	\$3,000	6,000	9,000	
Fall Camps - 1 Each in 5 Metro Areas				
Player Revenue (20 Players * \$50 * 10 Camps)	\$10,000	15,000	20,000	
Total Revenue	\$23,000	\$ 36,000	\$ 49,000	\$
		-	-	-
Expenses				
Coaching- 23 Camps * 4 Coaches * \$40 * 3 Hrs	\$11,040	17,280	23,520	
Refreshments - 23 Camps * \$200	\$4,600	7,200	9,800	
T-shirts - 200 Players *\$10	\$2,000	4,000	6,000	
Hoodies for State Camps - 60 Players * \$20	\$1,200	2,400	3,600	
Balls - Complimentary				
Total Expenses	\$18,840	\$ 30,880	\$ 42,920	
Net Income to Grow Team Tennessee	\$4,160	\$5,120	\$6,080	

C) Evaluate Junior Competition Structure

USTA Tennessee will also need to address the number of tournaments and player opportunities for the younger base of 10-Under and Novice players. We currently have a total of 94 total junior tournaments that run from 10-Under to 18-Under and seven (7) one-day 10-Under tournaments. The Junior Competition and Sanction and Schedule Committees need to evaluate and determine ways to provide more opportunities for competitive formats so that younger players can compete in both pressure and non-pressured learning environments.

D) Evaluate an Early Education Center

USTA TN will evaluate the idea of having an Early Education Center that is based out of one site within the state. The primary center would be available where all training camps,

events, and workshops are held in order to bring a focus to the initiative and to bring brand identification to one site. The facility should be public and could be analyzed on a full or part time basis. In the long term, it would be ideal to spread to the three (3) major metro areas.

Initiative #5) Jr. Team Tennis Continued Success

Jr. Team Tennis is growing in Tennessee, but needs direction and a defined pathway to implement in our communities to grow exponentially. USTA Tennessee experienced double digit growth in 2012, with cities like Murfreesboro leading the way. The coordinator instituted two new seasons and pushed the 10-Under levels strongly. Nashville also had significant growth in their summer season due once again to a big push for 10-Under. Other areas held steady or dropped slightly throughout the state. After one year of the background checks, timely compliance is mediocre at best, and the current Jr. Team Tennis coordinator agreement is good, but has not been leveraged as well as it could have been. Finally, there is a general lack of continuity across the state with Jr. Team Tennis being part of an overall tennis pathway for children. The action plan for growth over the next 2-3 years will be the following.

- A. Have more direct contact with coordinators and with that, more accountability with what they are doing in their leagues via state coordinator visits to each area at least 1 time per year.
- B. Implement a coordinator/league review process where the state coordinator would meet at least once annually with each local coordinator to review successes and areas of struggle and develop goals together for the league.
- C. Develop a coordinated plan where the local coordinators are integral members of the local CTA and the two have a very healthy, mutually supportive relationship.
- D. Develop a junior tennis pathway that is applied across the state not only for JTT, but from entry level opportunities, school tennis, and junior competitive play, beginning with the 10 and under initiative and leveraging high school and middle school tennis programs to maximize our “captive” tennis audiences.
- E. Conduct meetings with the pros and clubs in the major metropolitan areas to aid in setting up inter-club that translates into JTT.
- F. Offer 2-3 workshops from Southern and National that highlights the need for JTT in the player pathway.

Within 3 months:

- 1. Write proposal for JTT coordinator agreement and accountability. Submit to JTT committee for review and approval.
- 2. Work with committees and staff to begin formulating the TN Junior Tennis Pathway.
- 3. Conduct Jr. Team Tennis Coordinator Training.

Within 6 months

- 1. Market pathway to local communities.
- 2. Do league visits and meet with coordinators to assess progress thus far.
- 3. Mid-year assessment of growth.

USTA TN JTT Action Steps Continued

Within 1 year

1. Have pathway evaluation and determine if it is being accepted or if some changes/adjustments need to be made.
2. Evaluate numbers and attack problem areas.

Initiative #6) Growth in Adult Leagues

With the current nationwide trend of a negative or low adult league growth rate and with the added change of age restructuring, the adult league program at USTA Tennessee should be in sharp focus for the next 2-3 years. While it will be difficult to make major changes with these challenges, it will be important to stay innovative and progressive when promoting adult league growth. The following suggestions for action will be made to the adult league committee.

- A. Hire a USTA Tennessee Adult Tennis Director that works out of the state office and focuses on the overall marketing and growth for the entire state.
- B. Oversee a customer journey map to determine exactly what the issues are that cause players to stop playing league tennis.
- C. Develop a step-by-step web page that easily allows a new or experienced player to find relevant league information and dates.
- D. Increase marketing visibility both inside and outside the tennis community with signage, branding, and word of mouth that highlights the SOCIAL-FUN-TRAVEL-TEAM-ADVANCEMENT aspects of USTA Adult leagues. These are our strengths.
- E. Make sure the state office communicates the type of resources that are available for Local League Coordinators.
- F. Customize the LLC training so that it fits the level of experience for the LLC.
- G. Focus on beginner players by working with CTA's, fitness facilities, and tennis pros to create programming that guides these new players into 2.5 and 3.0 leagues.
- H. Treat the marketing for adult leagues similar to that of high performance junior tennis. Have a player/match of the week. Create an adult league newsletter as a central focus for all players. Highlight the experience.
- I. Pick 2-3 smaller communities in Tennessee to start a combo or tri-level program. For example: Cookeville – population 105,000/currently 45 USTA members.
- J. Develop financial incentives for the teaching pros.
- K. Increase growth in metro areas by looking for innovative ways to work with existing leagues.

USTA TN Adult League Action Steps Continued

- L. Consider piloting early start leagues once the championships are over late in the year.
- M. Make the entire process a CUSTOMER SERVICE experience!

➤ **Conclusion**

USTA Tennessee with its stated mission and vision, as well as strong leadership and organizational structure, is primed to achieve its future goals and objectives. All strategic plan elements were discussed with USTA Tennessee staff and leadership and will be evaluated in two (2) – three (3) month increments to evolve with the changes in the environment. Consideration was given to USTA Tennessee's current state, but with an eye toward a future state in which programs and initiatives will be developed to continue to meet the ever-growing tennis needs of the youth and adults in Tennessee.

The management, staff and tennis community, as well as board members and volunteers will work diligently to continue to develop USTA Tennessee into a premier tennis organization. This will be accomplished through exceptional service to the community with performance excellence as the key ingredient for continued success.

USTA Tennessee has a rich history that expands through three (3) decades of the sport of tennis in the tennis-rich community of the Southern Section of the USTA. As USTA Tennessee moves forward, it will do so by honoring its past while pioneering change.