

USTA GUIDE FOR COMMUNITY TENNIS ASSOCIATIONS



United States Tennis Association
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USTA.com

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USTA Guide for Community Tennis Associations



UNITED STATES TENNIS ASSOCIATION



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White Plains, NY 10604-3602

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Preface

As part of its mission “to promote and develop the growth of tennis,” the United States Tennis Association (USTA) works year-round to attract more players to the sport and to keep them playing.

The purpose of the USTA Guide for Community Tennis Associations is to support our mission by sharing with you the collective wisdom and experiences of others who have been leaders in organizing local communities to deliver tennis programs. If you follow the advice in this guide, your community can move more quickly to organize efficiently and expand its tennis services and offerings to the community.

Every community in the U.S. is unique. Geography, climate, population density, income level, age distribution, and ethnicity vary significantly from town to town and community to community. When forming a Community Tennis Association, you need to take a close look at your town or community and identify its main characteristics. For example, if you live in a Sunbelt city with a growing population of retirees, it probably makes sense to offer tennis programs for older adults that emphasize tennis for health and social reasons. If your community is based in a cold weather climate, tennis is likely to be most popular during the summer months and thus the activities of your Community Tennis Association need to be compressed into a few months of favorable weather.

Chances are several other communities in the U.S. are similar to yours and have already gone through comparable growing pains. The USTA’s 17 geographic section offices nationwide can offer you advice in forming a Community Tennis Association and can help you locate communities similar to your own, so you can learn from their experiences. (See Appendix E for USTA section office contact information.)

Thank you for your support of tennis. We look forward to working with you to bring tennis services and programs to your community.

Community Tennis Associations

Centers for Tennis in America



The ultimate goal is to have a local Community Tennis Association touch all tennis in a community –making the CTA the true center of tennis in a community. By providing a united front, all of the different entities in a community come together as one voice for the growth and development of community-wide tennis, and with the backing of the national organization.

What Is a CTA?

“Any geographically defined, not-for-profit, volunteer-based tennis organization that supports or provides programs that promote and develop the growth of tennis.”

—Definition of a USTA Community Tennis Association

A Community Tennis Association (CTA) is an organized group of dedicated volunteers and professionals who come together to support community tennis programs. As an association, the group works to coordinate and maintain programs and services, guaranteeing they are open and accessible to all. These tennis enthusiasts may act as advocates, program administrators, promoters, or fund-raisers. Fueled by local volunteers, these not-for-profit associations exist to promote and develop the game of tennis in the community.



TYPES OF USTA COMMUNITY TENNIS ASSOCIATIONS

The USTA recognizes four types of CTAs that may exist in local communities nationwide. Each type plays an important role in the development and delivery of tennis programming at the local level.

The following is a brief description of the four types of CTAs:

Type 1: Single-Purpose CTA

A Single-Purpose CTA is organized with a single, narrow purpose that addresses a specific need in a community. It delivers **only one program or service and does not address the needs of the entire community**. For example, there may not be an indoor tennis facility within a local community. A concerned group of citizens may form a CTA for the sole purpose of raising funds to build this facility. Another example might be a group of senior citizens interested in starting a senior division of USTA League who form a CTA for the sole purpose of organizing and maintaining the program for this specific population. A third type of Single-Purpose CTA is a USTA National Junior Tennis & Learning chapter.

Type 2: Multi-Purpose CTA

A Multi-Purpose CTA is similar to a Single-Purpose CTA except that the Multi-Purpose association **offers more than one program or service while still not being a full-service organization**. An example of this type might occur in a community committed to offering a variety of tennis programs, but only for its youth. The entire adult population is not served through this CTA's programs or services.

Type 3: Umbrella CTA

An Umbrella CTA represents the most comprehensive type of CTA. This type of CTA **delivers a full menu of programs and services to the entire community**, regardless of age, gender, cultural or socioeconomic background, identity, gender, sexual orientation, physical ability, or skill level. Anyone at any time has the opportunity to try the game, learn the skills, play with friends, or compete in match play.

Type 4: Coalition CTA

The Coalition CTA represents the alliance of diverse community organizations whose purpose is to **facilitate the delivery of tennis programs and services through these organizations**, ensuring that programs exist for anyone at any time to try the game, learn the skills, play with friends, or compete in match play. This type of CTA may not itself deliver all programs but ensures that other organizations within the community have the tools and resources needed to deliver these programs. The Coalition CTA strengthens local relationships and creates partnerships with schools, outreach organizations, parks and recreation departments, other CTAs, commercial tennis facilities, and other organizations that deliver tennis programs in the local community.

MOVING FROM ONE TYPE OF CTA TO ANOTHER

Most CTAs begin as a Type 1, Single-Purpose CTA with one specific purpose in mind. It might be starting tennis in the schools with the USTA Schools Tennis program or implementing a USTA Jr. Team Tennis program or campaigning to have courts built in the community. Once this initial project has been successfully launched, the association is in a position to evaluate the additional tennis needs of the community.

In many instances, the long-range goal of an association is to gradually encompass all facets of tennis programming. An association's purpose or mission is a major cue to the association's leadership for generating additional program and service ideas.

As a CTA moves from a Type 1 format to a Type 2, 3, or 4 format, it begins to add a broader spectrum of tennis activities. When this happens, the association needs to develop a plan of action, which clearly outlines:

1. **What** programs will be initiated and where they will be held.
2. **When** they will be initiated—priorities and dates should be established because it can be difficult, and probably not effective, to set everything into motion at the same time.
3. **Who** will be responsible for taking the steps necessary to get each of the programs and services underway.
4. **How** much funding is needed to operate these programs and services.

NATIONAL JUNIOR TENNIS & LEARNING (NJTL) NETWORK

NJTLs are reaching out to provide tennis and education to America's underserved youth. The NJTL network is a national group of more than 660 nonprofit youth development organizations that provide free or low-cost tennis, education, and life-skills programming to 250,000 children at 4,600 locations each year. More than 550 NJTL chapters are also registered Community Tennis Associations. The presence of an educational component and youth development programs separate NJTLs from CTAs, but both work together to grow the sport of tennis in local communities. (For more information, visit www.usta.com/njtl.)

This growing network shares a commitment to positive youth development, education, and tennis as a lifetime sport, and provides the following free resources to registered NJTL chapters:

- **First Serve Life Skills Curriculum (FS LSC)**
NJTL chapters have free access to the FS LSC, which utilizes tennis to empower youth with the skills, values, and experiences they need to become responsible and successful citizens. Program providers follow weekly lesson plans that can be delivered in 30-45 minutes on the tennis court or in the classroom. Materials include GAME/SET/MATCH curricula, instructor's manual, children's playbooks, and graduation certificates.
- **Academic Creative Engagement Curriculum (ACE)**
NJTL provides the ACE curriculum, which was developed by NJTL of Trenton (N.J.). ACE provides a combination of fitness through tennis instruction and academic enrichment in the areas of math, literacy, and nutrition. Activities support state and national standards and meet the criteria of 21st century skills.
- **Arthur Ashe Essay Contest**
NJTL youth participants are asked to write a response to an annual Arthur Ashe-themed question or quote. The top national winners receive a two-person trip to New York City to attend Arthur Ashe Kids' Days as well as cultural experiences including tickets to a Broadway show, a Mets' game, and an Awards Luncheon hosted by former New York City Mayor David Dinkins.
- **NJTL National Student-Athlete Competition**
Children in fifth to 12th grades compete for \$79,000 in college scholarships and children 10 and under compete for honorary plaques through NJTL's national student-athlete competition. Points are based on school reports cards, tournament results, and USTA Jr. Team Tennis participation.
- **NJTL Tennis Leadership Camps**
NJTL supports several USTA section-led regional Tennis Leadership Camps at which selected participants are provided with a free, several-day-long experience that includes tennis development, health and nutrition, college preparation, guest speakers, and cultural excursions.

- **NJTL of the Year**

Each year, three NJTL chapters are honored for outstanding work. These chapters receive the NJTL of the Year Award, an all-expense paid trip to the USTA's Community Tennis Development Workshop, and a promotional video about the chapter produced by USTA.

- **NJTL Capacity Building Program (CBC)**

The CBC program provides long-term technical assistance for selected chapters that are committed to achieving significant qualitative and quantitative growth. NJTL tailors assistance and networking opportunities to achieve the greatest impact.

- **USTA Insurance**

One of the things you should consider is insurance for your CTA/NJTL. The types of insurance you should consider are General Liability and Directors & Officers Liability Coverage. These policies could provide coverage for anything from injury or accident to a player or participant; accidental injury to a bystander or spectator; property damage to the tennis facility or site; to allegations of libel, slander, abuse, or molestation. For more information see Page 30.

- **USTA Community Tennis Equipment Discount Program**

Determining your equipment needs is an essential part of developing a successful program. Through this equipment program, registered NJTL chapters have access to deeply discounted racquets, balls, nets, and other accessories from several manufacturers.

- **Access to Additional Resources**

USTA Facility Assistance Program, USTA Community Tennis Development Workshop, Discounted Liability and Directors/Officers Insurance, Recreational Coaches Workshop, 10 and Under Tennis Workshop, Schools Training, Customizable Online Marketing Materials, Website Templates.

Linking Your Community to the USTA Network

2

The USTA is the national governing body for the sport of tennis in the U.S. It owns and operates the US Open, the largest annually attended sporting event in the world and, in 2004, launched the Emirates Airline US Open Series, which links 10 summer tournaments to the US Open. In addition, it owns the approximately 90 USTA 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 785,000 members, the USTA invests its proceeds to promote and develop the growth of tennis, from the grass roots to the professional levels.

The USTA is committed to broadening the appeal of tennis to a multicultural audience, which includes people in large cities, suburbs, and the smallest rural towns. This commitment is essential to the long-term growth of the game and can serve as a model for other organizations aspiring to a more inclusive environment.



The USTA is a model not-for-profit organization because of the strong ties it has formed with the community. These community-based relationships are fostered through CTAs, which provide local USTA members with a forum through which they can fundraise, conduct sanctioned tournaments, and develop educational workshops and seminars. (To understand more clearly how the USTA operates at the local level, visit USTA.com/cta.)

CTAs bring tennis and tennis programs to local residents. They deliver tennis programs in large cities, medium suburbs, small towns, and communities just like yours. Each CTA is vital to the health and growth of tennis in its town because that is their mission.

To link your town to the USTA:

- Form a Community Tennis Association and/or NJTL
- Incorporate as a nonprofit organization in your state
- Become an organizational member of the USTA
- Register your CTA/NJTL with the USTA
- Tap into USTA services, benefits, and funds

HOW TO REGISTER/RENEW YOUR CTA/NJTL

1. **Visit** <http://ct.usta.com/ctanjtl/>
2. **Login:** Log in using the username (e-mail address) and password you created when you submitted your registration last year. Once you login click the pencil (edit) to update your registration form. If you forgot your password, use the “Forgot Password?” link on the login page. If this is your first year with the organization and you need the old login information, e-mail cta@usta.com. If your organization is registering as a CTA/NJTL for the first time, go to “New Registrants” and create an account for your organization.
3. **Submit:** **In order to renew your registration you must complete all the required blank fields indicated by a red asterisk.** Complete the form with accuracy and integrity. Do not forget to “Save as Draft” periodically as you go through the form. Click “Submit” when the registration is complete. Note: Some information was pre-populated from last year’s registration form. You may update/change any information on the form, but you must update all of the blank, required fields before submitting. You will need to know up-to-date participant information when completing the form. For your convenience, you may access your registration from the previous year by clicking the magnifying glass icon in the menu of your registration, then selecting the previous year.

Your CTA and/or NJTL registration is valid for the respective calendar year (January 1 through December 31). Renewals are annual and all organizations will be asked to renew for the next year in the fall/winter.

ADVANTAGES OF REGISTERING YOUR CTA WITH THE USTA

Registered CTAs enjoy the following benefits as USTA members:

- **Liability Insurance** — Access to a low cost liability and accident insurance plan that provides discounted coverage against allegations of negligence resulting from bodily injury or property damage.
- **Directors and Officers Insurance** — Access to low cost Directors and Officers and Employment Practices Insurance Program that offers coverage through an “A”-Rated carrier for CTAs and NJTLs nationwide.
- **USTA Sanctioned Tournaments** — Member organizations may conduct tournaments that are officially sanctioned by the USTA (subject to sanctioning requirements).
- **Tournament Data Management System (TDM)** — A tournament management software program designed to assist the tournament director and referee with player information, tournament sign-up, tournament draws, scheduling, and reporting.
- **CTA Newsletter** — A quarterly e-newsletter that provides CTA news from across the country, best practices sharing, and a calendar of CTA events.
- **Annual USTA Yearbook** — A comprehensive annual guide to the national governing body of tennis as well as the year in tennis and historical records.
- **USTA Bookstore** — Member organizations receive a 10 percent discount on USTA publications that are available from the USTA’s bookstore.
- **Certificate of Membership** — This certificate identifies your association as an official Community Tennis Association organizational member of the USTA and a supporter of tennis.

Registered CTAs also enjoy the following services:

- **Training and Educational Workshops and Seminars** — Registered CTAs receive information and special discounted rates to USTA-sponsored events, workshops, and seminars.
- **Website Development** — Registered CTAs can receive assistance with their website development.
- **USTA Tennis Program Support and Promotional Material** — Registered CTAs have access to low-cost support and promotional material through the USTA Tennis Materials Catalog.
- **“Best Practices” Sharing** — Registered CTAs have access to unique and successful ideas implemented by CTAs around the country.
- **Network Communication** — Registered CTAs receive regular communication firsthand from the USTA regarding upcoming events, workshops, seminars, grants, and programs.
- **USTA Awards** — Registered CTAs are eligible for prestigious USTA national, section, and district awards.

THE USTA NETWORK



The USTA promotes tennis to a nationwide population of some 310 million people and serves the needs of approximately 30 million tennis players. To serve the public, the USTA operates through 17 geographic section offices. (See Appendix E for a USTA section map.) Twelve of these sections are further divided into 72 districts. All of these sections and districts have CTAs that are a vital part of the USTA's grass-roots delivery system.

In effect, these sections, districts, and CTAs are extensions of the USTA and provide the entire U.S. with a more direct link to USTA resources and tennis programming. USTA sections and districts are empowered by the USTA and follow the policies and procedures of the organization, but sections, districts, and CTAs have considerable independence with their own boards of directors, staffs, and budgets. At all levels of the USTA, the relationship between the USTA headquarters and the USTA sections and districts is important. Understanding this relationship is critical to understanding how the USTA promotes and develops tennis nationwide.

CTAs across the country are striving to promote the benefits of the game to new players. New players can benefit by learning the game, playing the game, and increasing overall fitness levels as a result of the game. CTAs are the engine that keeps the USTA running at the local level. Increased CTA membership and participation in every community will ensure healthy growth for the USTA for years to come. Below is an illustration that represents the vast network of USTA CTAs (2012) across the country.

Starting from Scratch

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It may seem a daunting task to start a CTA from scratch, but chances are your community already has some of the elements in place. By looking at the hundreds of CTAs already in operation across the U.S., we've identified some common components that played a vital part in their initial successes. Based on these components, here are six basic steps to get your CTA going in the right direction.



BASIC STEPS FOR STARTING A CTA

Step 1: Identify and Recruit Local Leaders and Key People

Recruiting potential local leaders for your CTA is the first key to success. No one person can do it alone. Think of a CTA as a symphony orchestra with sections of strings, woodwinds, brass, and percussion. Although the conductor is essential to manage the group, it is impossible for one person to perform a symphony alone. If you rely too much on one or two people to lead your group and they tire of their roles or move away, your CTA may falter.

An enthusiastic group of local citizens joined with recreation professionals is the most effective combination to found and operate a CTA. A willingness to share expertise, local contacts, and access to tennis facilities are characteristic of an effective group of leaders.

Where should you look for leaders? One idea would be to invite people from all avenues of the community (including league players and current members) to an hour-long CTA Interest Meeting that describes the benefits of a CTA and where a CTA fits in within the USTA family, and that gives them ideas of what they could do to start a CTA in their local community.

At that meeting, have people sign up and indicate their level of interest. Options might range from becoming a board member, to serving on one of your CTA's committees, to volunteering for one-time events. Be sure to invite individuals representing all segments of your community to attend the meeting and ultimately become a part of the CTA. A diverse group of individuals working together will ultimately increase the power and influence of your CTA.

Where To Look for CTA Leaders

- Start with tennis players of all types and ages. Parents of young players often take the lead, as do senior players who may have more time to volunteer.
- Professionals in your schools, as well as in your parks and recreation department, are important to include. They hold access to kids in schools and public tennis facilities owned and operated by schools or parks departments.

- Tennis experts in your town, such as teaching professionals and coaches of school or college teams, are another vital link. They will help build feeder programs to their programs to ensure strong programs and teams year after year.
- Finally, look for others to round out your leadership team who have specific skills to contribute (e.g., a tennis-playing attorney who can help with legal advice, an accountant who can assist with financial matters, or a local media person who can help with publicity).

Step 2: Select Your Board of Directors

The board of directors is the leadership group comprised of individuals who represent the interests of your CTA. The directors are responsible legally, financially, and morally for the management and operation of your not-for-profit CTA. Selecting your board of directors will be one of the most important decisions you'll make when developing your association.

The board should be made up of a diverse group of people who are interested in and committed to your association's mission, and who have skills that will contribute to its management. For example, you might seek individuals with legal, financial, and marketing backgrounds, someone with not-for-profit experience, or someone with influence in the local community who has an established network of support. Within the tennis community, active tennis players, parents of young players, teaching professionals, tennis manufacturers' representatives, and tennis facility owners are good potential prospects for board members because they are involved in tennis on a regular basis.

Political or government leaders and representatives of the media usually have invaluable connections. School leaders, parks and recreation staff, and other representatives in community-based organizations (e.g., the YMCA and YWCA, Boy Scouts and Girl Scouts, Boys' Club and Girls' Club, and the Police Athletic League) may be key to gaining support for tennis programs for youth.

Having a diverse group of individuals with an array of knowledge and skills will help you make informed decisions regarding your association's activities. For more information on selecting and organizing your board of directors, see Chapter 4.

Step 3: Assess Your Community's Tennis Needs, Assets, and Key Organizations

Before you go any further, take a look at the basic tennis needs of your community. Determine the characteristics of residents in your community and how they relate to the potential goals of your CTA. Before doing an independent analysis, you might want to contact your USTA section or district office (Appendix E) to see what information/data they might already have regarding the area.

What are the basic tennis needs of your community? For example, do you need more public facilities or are your existing facilities in need of repair? Do you have adequate programming or opportunities for competitive play? Determine the characteristics of residents in the community and how they relate to the potential goals of your CTA. You should consider demographic information (i.e., age, income, gender, education, and ethnicity) and current trends (e.g., the growth and distribution of the population, and projections for the future).

For example, if the majority of residents are at or near retirement age and the trend seems to be toward an increase in this population segment, a major goal of your CTA probably would not be to run highly competitive tournaments. Rather, the emphasis might be better placed on fitness and social activities.

An analysis of community tennis needs and desires could entail a three-pronged approach:

- Identifying the current participation rates of community residents in existing tennis programs
- Surveying, through questionnaires or telephone calls, a random number of citizens to obtain their input on a variety of potential tennis programs and directions
- Holding several public meetings to allow interested citizens to express their desires

It is also a good idea to find out what potentially helpful organizations already exist in your community. Who can help you deliver tennis to those in your community? What groups in your community could benefit by including tennis in their program offerings?

Think of your CTA as the nucleus for delivering tennis within your community. A successful CTA will have many partners and supporters. Create a prospect list of key groups and individuals in the community to gain support for your association. Include the schools, parks and recreation department, YWCA/YMCA, tennis teaching professionals and enthusiasts, media contacts, service organizations (e.g., Rotary, Kiwanis, Junior League, Chamber of Commerce), club owners/managers, and college/high school coaches. Think of others in your community since this is by no means a comprehensive list. Present your association's ideas and plans and ask how they could become involved.

Here are some additional questions you may wish to consider when identifying key organizations in your community that can serve as partners in delivering tennis:

- Is there an existing patrons group, tennis foundation, or civic association? If so, bring your ideas to its leadership. Do not duplicate efforts, but coordinate and cooperate.
- Does the local school system have tennis in the curriculum and/or varsity teams? You might consider working to add no-cut, middle school and after-school programs. Also, has the local school system participated in the USTA Schools Tennis program? (Your section or district office would have that data.) Does the school system need a support group, money, and equipment to initiate or expand its programs?
- What facilities, services, or programs are being offered by the parks and recreation department? Does the parks and rec department already offer tennis programs? If so, what programs does it offer? Would it like to start a new program? If it already has programs, would it like new program ideas, expanded offerings, funding, or equipment?
- Are there other recreational organizations in the area that may be interested, such as the YMCA, YWCA, Boys' Club, Girls' Club, and/or Police Athletic League?
- Would youth organizations such as the Boy Scouts and Girl Scouts be looking to enhance their sports programming?
- Commercial or private tennis facilities are often a source of expertise. If their facilities are not being used to capacity, they may prove to be a potential source for court time (and you a source for revenue for them).
- Have any of these groups applied for grants to help with their tennis programming?

All of these organizations can be of great value in starting or improving a CTA. Even groups not immediately interested in becoming involved may provide an endorsement, which can be important for recognition and future cooperation as the town's tennis activities multiply.

Find out what tennis services are currently available to the public. Try not to duplicate activities; rather, supplement or improve what already exists. For example, are there group lessons in the summer? How about leagues or ladders? Does any group sponsor tournaments? If these activities are available only at private clubs, at least there are people in the community knowledgeable about such activities. Include them in the planning stages. Seek their advice and expertise. They are an important support group in any successful CTA.

Step 4: Develop a Mission Statement for Your CTA

A mission statement indicates the highest level of planning. A CTA expresses its purpose or reason for being in its mission statement. It is this statement that tells the world what the CTA is about. It answers the question, "Why are we doing what we are doing?" It expresses the deepest, heartfelt, inspired vision for existence as an association.

In January 1995, the USTA adopted a new mission statement that simply states the reason for its existence: "To promote and develop the growth of tennis."

To create a mission statement, answer the following questions:

- Who are we?
- What do we do?
- Why do we do what we do?

To evaluate and refine a mission statement, answer these questions positively.

- Does the statement express the members' passion and inspiration?
- Would fulfilling this mission lead the members to realize their full potential?
- Is the statement growth-oriented or self-limiting?
- Is the statement realistic or too far-fetched to ever be attainable?
- What are the implied or stated returns on investment?
- Does the statement address the members' purpose?
- Is the statement understandable, brief, and concise?
- Does the statement capture the unique qualities, capabilities, and potential of the members?

Below are examples of mission statements of existing CTAs that may assist your association in the development of its mission statement.

“To promote interest in the game of tennis, support the USTA League in the Charleston area, and maintain the rules of play and high standards of sportsmanship.”

—*Lowcountry Tennis Association, Charleston, SC*

“To promote and nurture the game of tennis in Center City Philadelphia, specifically via tennis courts located at Seger Playground.”

—*Seger Park Tennis Club, Philadelphia, PA*

“To encourage, promote, and enhance playing experiences to every tennis player—experienced, novice, and in between.”

—*Treasure Valley Tennis Association, Boise, ID*

“To promote and develop the growth of tennis in the Greater Dallas Community.”

—*Dallas Tennis Association, Dallas, TX*

“To promote Growth of Tennis in Lee County, Florida.”

—*Lee County Tennis Association, Cape Coral, FL*

To promote the game of tennis throughout the Central Ohio Area”

—*Greater Columbus Tennis Association, Columbus, OH*

“To use tennis as an instrument for mentoring and community building in Brooklyn, New York”

—*Kings County Tennis League, Brooklyn, NY*

Step 5: Develop an Organizational Structure, Incorporate as a Not-for-Profit Corporation, and Establish Tax-Exempt Status

To develop and grow your CTA, you must start with a framework that will allow for future growth. Raising funds to support your tennis activities requires that you will eventually need to become a tax-exempt corporation.

Incorporation as a not-for-profit association is regulated by individual states, and the content and format of certain incorporation documents vary from state to state. Because of this, it is important that you contact your secretary of state to obtain official incorporation forms and information.

A not-for-profit corporation or association is a legal entity that enables a group of people to pool together time, energy, and money for not-for-profit activities. The association acquires legal status after complying with a state's incorporation procedures and laws. This corporation is then treated as a separate "entity," distinct from the people who manage or operate it.

Incorporation as a not-for-profit association does not in itself confer tax exemption. To achieve tax-exempt status, the corporation must convince the Internal Revenue Service (IRS) that it is organized to operate exclusively for one or more of the tax-exempt purposes defined in the Internal Revenue Code (IRC).

Tax-exemption for a not-for-profit tennis association or foundation is possible under the IRC. In making this determination, the IRS relies heavily on the specific not-for-profit purposes stated in the corporation's Articles of Incorporation and Bylaws. Both of these documents are submitted to the IRS when your association applies for its federal tax-exempt status.

While it's possible to take care of the bulk of the work associated with incorporating and applying for tax-exempt status, we think it makes sense to have an attorney experienced in not-for-profits take a look at your incorporation material. Also, having a not-for-profit attorney or tax advisor review your federal tax exemption application may be a good idea. As your association grows and expands, you'll be able to consult with these professionals for ongoing legal and tax issues. Forming a not-for-profit corporation will bring your association one step closer to meeting your goals, and your CTA will be more prepared to face the future challenge of fundraising.

For more detailed information, see Appendix B.

Step 6: Design a Strategic Plan that Includes a Budget, Goals, and an Implementation Plan with Timelines

Strategic planning is an essential step for the success of your CTA and an integral part of management and leadership. It is not an activity or exercise to be completed and then abandoned. It should guide the day-to-day management of your association toward achieving its ultimate vision. Strategic planning requires time, teamwork, and enhanced communication with association leaders.

There are many models or methods used in strategic planning. One such model is the S.W.O.T model of strategic planning. In this process, participants identify internal influences (“Strengths” on which the association can capitalize; “Weaknesses” which require action) and external influences (“Opportunities” for change; “Threats” to the association’s well-being). A sample worksheet is shown below using a SWOT analysis for a CTA just starting its planning process.

Sample Worksheet

Background

A Community Tennis Association has just begun planning its activities and services. It has decided to examine its internal strengths and weaknesses and external opportunities and threats to help make decisions and plans for the future.

Internal Strengths

- Enthusiastic, diverse group of volunteers
- Good relationships with the school system and the parks and recreation department
- Experience in conducting a tennis tournament

Internal Weaknesses

- Lack of start-up funding
- No defined mission statement
- The association is neither incorporated nor tax-exempt

Potential External Opportunities

- The mayor plays tennis regularly with one of our active volunteers
- There are several community service organizations in town looking for assistance with starting tennis programs
- The only tennis club in town has expressed an interest in working with the CTA

Potential External Threats

- Their community’s soccer program is the largest youth sports program in town.
- The town tennis courts are in need of repair
- The high school is thinking of dropping its varsity tennis teams

After completing the SWOT model, ask yourself how your CTA can use its strengths to take advantage of the opportunities and overcome the threats. Similarly, ask what your CTA needs to do to minimize its weaknesses so it can take advantage of the opportunities and overcome the threats.

PREPARING A BUDGET

Budgeting is a process whereby resources are allocated so that the association can achieve its goals and objectives and carry out its mission. A good budget is critical to your association's success. Your association needs a way to link the strategic plan with your actual activities, and the budget is the tool you'll use to create this link. Below is a sample budget showing the types of income and expenses a CTA might incur on an annual basis.

Sample CTA Budget			
Income		Expenses	
Source	Amount	Item	Amount
USTA Support	\$1,500	Salary & Wages	\$3,000
District		Professional Fees	
Section		Insurance	
National		Mileage	
		Scholarships	
Membership	\$500		
User Fees	\$3,000	Advertising/Promotions	\$3,500
		Awards/Gifts	
Local Sponsorships	\$1,000		
In-Kind Support	\$1,500	Office Expenses	\$1,500
		Equipment	\$1,000
Fundraising Events	\$1,500		
Other Grants	\$1,000	In-Kind Expenses	
Government Grants			
Foundation Grants		Training Expenses	\$1,000
Corporation Grants			
Other		Other	
Total Income	\$10,000	Total Expenses	\$10,000

First, review the mission of your organization. From that mission statement, develop a strategic plan to fulfill the mission. Then select programs and activities to achieve your goals. Once you have selected your programs and activities, you can begin to put together a budget.

Your board of directors has ultimate responsibility for the association's financial situation. Once the board has determined programs, timelines, and basic costs, those responsible for implementing the programs will develop the budgets needed to get the job done.

Most budgets will cover a period of one year. You'll find that some associations budget for a two-year period. We encourage your association to spend time on the budget process. Put together a written budget policy so that all board members and staff understand the process. Be sure to include a budget timeline for your budget period.

To prepare a budget, we recommend your association speak with similar organizations about how they've developed their budgets. You may contact your USTA Section or District office to be connected to other CTAs in your area.

10 CHARACTERISTICS OF SUCCESSFUL CTAS

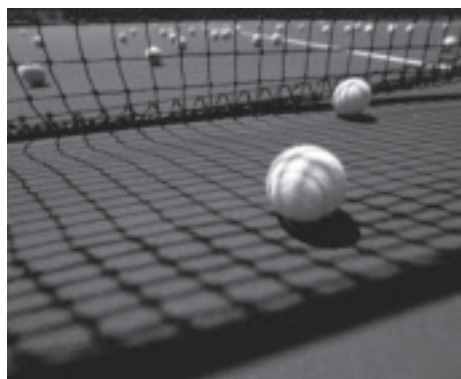
Leaders of CTAs across the country were asked for their opinions of the most important characteristics for success. Here is their Top 10 list:

1. **Recruit effective leaders.** A CTA needs not just one but several effective leaders who bring different talents and skills to the group and ensure an ongoing operation not dependent on one person. Have rotating term-limits for officers so that everyone does not rotate off the board at the same time.
2. **Develop a clear mission statement.** It should explain simply what you plan to accomplish. Add some specific goals to your planning that are based on your local community needs.
3. **Establish an organizational structure.** Incorporate to protect your people, seek not-for-profit status for fundraising, and organize your group to operate effectively and efficiently.
4. **Recruit and train a diverse group of leaders and volunteers.** Seek out people with different skills, motives, opinions, and contacts. Provide training and education for their role, and reward those who do their jobs well.
5. **Develop and adopt a strategic plan.** You need to chart the way for immediate priorities and predict future direction for growth. Your CTA will sharpen its focus if a clear plan is in place. Utilize the entire CTA in developing your plan so there is buy-in across the organization (and it is not the dream of just one or two individuals).
6. **Build relationships or partnerships with other community organizations.** Explore the possibilities of joining with other groups with similar missions that will support your mission. Community-based groups for youth are interwoven into the fabric of every town and can provide access for you to their members. Utilize the expertise of staff members from your USTA section and/or district office.
7. **Maximize your fundraising capabilities.** Growth and expansion will require more dollars raised through grants, events, donations, and/or user fees. Set up your CTA at the start with the structure and expectation of raising funds to support your mission.
8. **Design a plan for marketing, public relations, and communication of your CTA's mission and goals and programs.** Help people in your community understand what you hope to accomplish and how they can assist.
9. **Add professional staff positions over time.** Most CTAs eventually turn to a paid staff—at least on a part-time basis. Teachers of tennis, program organizers, administrative staff, and financial staff are typical employees of a mature CTA. Include job descriptions for each of the positions on a CTA board.
10. **Start with a Single-purpose CTA.** Keep your focus clear and sharp to start, but put an organization together that can evolve into a multiple-purpose or an umbrella-type CTA.

4 Organizing Your CTA

Now that we've covered the six basic steps needed to take to start your CTA, it's time to discuss three of them—your board of directors, incorporating as a not-for-profit, and obtaining tax-exempt status—in greater detail. This chapter also covers standards of conduct and risk management, and insurance plans available to CTAs registered with the USTA, both topics of importance to your organization.

THE BOARD OF DIRECTORS



Most states require a minimum number of directors to incorporate, and these initial directors must be named in the Articles of Incorporation. You'll find these requirements in your incorporation materials, which you should request from your secretary of state.

No two associations are alike. So it's not surprising that a board's responsibilities differ from one association to the next. Each association will want to define its board's responsibilities for itself. There are, however, some basic responsibilities that all boards share in common.

BoardSource is dedicated to increasing the effectiveness of nonprofit organizations by strengthening their boards of directors. It has a list of board responsibilities or functions, which can be found in the publication *Ten Basic Responsibilities of Nonprofit Boards*, a BoardSource publication.

Use the following list to help clarify your own board's responsibilities.

1. Determine the association's mission and purposes.
2. Select staff, if necessary.
3. Support the staff and assess performance.
4. Ensure effective organizational planning and set policy.
5. Ensure adequate resources.
6. Manage resources effectively.
7. Determine, monitor, and strengthen the association's programs and services.
8. Enhance the association's public standing.
9. Ensure legal and ethical integrity and maintain accountability.
10. Recruit and orient new board members and assess board performance.

It is also important to add to basic board responsibilities the importance of avoiding conflicts of interest. The board should adopt a written policy so that board members and staff avoid conflicts of interest in their association activities.

After reviewing this section, you may wish to obtain further details on board development. BoardSource is a wonderful resource for this purpose. To learn more about this organization, call 800-883-6262 or visit its website at www.boardsource.org.

Composing the Board

As your association matures, you will find that the make-up of your board may change. The initial board, which was responsible for getting your association off the ground, may be very different from the board that has paid staff managing daily operations. This board will find itself primarily concerned with governance issues and less concerned with small operational details.

When putting together your association's board of directors, you need to do the following:

- Define each board member's responsibilities and expected time commitments.
- Develop qualifications for serving

All board members should want to serve and be committed to the mission and purpose of the association. They should also have experience with your association's programs or services. And, of course, board members have to be able to attend meetings.

You should always be on the lookout for potential board members. It's an ongoing process. You might start out with a list of people who fit the characteristics and qualifications you've developed and get them involved in some smaller association projects. If the interest is there on their behalf, they may be good candidates for board membership down the road.

Be sure to provide prospective board members with adequate information about your association. You may even invite them to observe a program the association operates. All expectations and responsibilities should be made clear and in writing before they accept the position. Don't just fill an open board position with a warm body; find someone who is truly interested in your association, meets your requirements, and believes in the mission.

Orienting the Board

All new board members should be given a thorough orientation. It is important that they understand the association's history, mission, and goals—and their role in fulfilling those items. Topics to be covered include:

- History and mission of the association
- Role of the board
- Bylaws and budgets
- Membership structure
- Strategic plan
- Programs and services
- Staff (if your association has staff)
- Committee structure and assignments
- Calendar of events
- Recent audit reports
- Insurance and contracts

The board of directors should continually evaluate itself and be committed to effective board practices. For your association to be effective, your board must be informed, involved, and motivated to continue the association's good work.

NOT-FOR-PROFIT INCORPORATION

A not-for-profit corporation or association is a legal entity that enables a group of people to pool together time, energy, and money for not-for-profit activities, while providing them with protection from personal liability.

The advantages of incorporating as a not-for-profit organization include:

- **Limited Liability:** Directors, officers, employees, and members of the association.
- **Separate and perpetual legal existence:** Because the corporation is a legal entity, separate from those who manage it, the association can continue to exist despite changes in management.
- **Formality and Structure:** Forms and documents such as the Articles of Incorporation, bylaws, and tax-exempt applications outline an association's organization and operating procedures. They provide structure and rules for decision-making and conflict resolution. An association establishes credibility by having a formal structure.

To incorporate your CTA as a not-for-profit association, you need to take the following steps:

Step 1: Request Incorporation Materials

Incorporation as a not-for-profit is regulated by individual states, and the content and format of certain incorporation documents vary from state to state. Contact your secretary of state or state attorney general's office to obtain your not-for-profit incorporation materials. The packet you receive may include the following information: a not-for-profit Articles of Incorporation form, corporation statutes specifying not-for-profit operating requirements, a list of filing and incorporation fees, and instructions on how to register your corporate name. Most state government websites have information online about the incorporation process, with incorporation documents available as well.

Step 2: Draft Bylaws

Now it's time to prepare your association's bylaws. This document defines your association's formal structure and operating procedures. Bylaws contain information central to the operation of the association and should include policies for term limits, committee structure, conflict of interest, resignation and removal of officers and directors, indemnification of officers, and the board's procedures for conducting business. Appendix C contains sample bylaws that are suitable for a not-for-profit CTA. You may also wish to consult an attorney with not-for-profit experience as you finalize your bylaws.

Step 3: Prepare and File Articles of Incorporation

The Articles of Incorporation will be your association's primary incorporation document. It describes the general goals, purposes, and powers of the corporation. Your association comes into existence on the date you file this document with your secretary of state.

Many secretaries of state provide a sample or ready-to-use form for Articles of Incorporation that meet state requirements. Before you begin, you should review all material and instructions. Typically, Articles of Incorporation include:

- **Name of Corporation:** Remember, your name cannot be the same as, or confusingly similar to, a name already on file with the secretary of state.
- **Registered Agent and Office:** The registered agent is the person authorized to receive legal papers on behalf of the corporation.
- **Statement of Purpose:** Keep your statement of purpose brief—one or two sentences. You provide a fuller description in your bylaws and on your federal tax-exempt application. The statement of purpose should include language stating that your association is organized for tax-exempt purposes.
- **Names and Addresses of the Initial Board of Directors:** In many states, Articles must show the names and addresses of the people serving on the initial board of directors. Each founding member of the board of directors is also assigned a number.
- **Names and Addresses of the Incorporators:** The incorporator(s) is the person(s) who forms the corporation and signs and files the Articles of Incorporation. In many cases, this is the initial board of directors.
- **Duration of the Corporation:** Specify the duration of the corporation. In most cases, not-for-profit corporations wish to continue into the indefinite future and will insert the word “perpetual” in this section.
- **Membership Provisions:** Some states include a membership clause in the Articles. If your association does not wish to set up a formal membership structure, you should indicate “no membership.” If you will set up a formal structure, you may indicate the “membership structure of the corporation shall be stated in the bylaws of the corporation.”
- **Additional Provisions:** In many states, a blank article for additional provisions is included in the standard form.

You should pay close attention to your state’s filing requirements. After you have completed your Articles, you need to file them along with the appropriate state filing and processing fees with your secretary of state. If there is a problem with your Articles, the secretary of state will return your Articles, indicating the items that need to be corrected. If your Articles comply with state law, the secretary of state will send you a certificate of incorporation.

TAX-EXEMPT STATUS

As mentioned previously, the act of incorporating as a not-for-profit association does not in itself confer tax exemption. To achieve tax-exempt status, the corporation must convince the Internal Revenue Service it is organized to operate exclusively for one or more of the purposes defined in the Internal Revenue Code (IRC). Tax exemption for a not-for-profit organization is possible under the IRC.

Some legal work is required to obtain tax exempt status, but the benefits your association will receive are well worth the effort. These advantages include:

- **Receiving Public and Private Funds:** 501(c)(3) tax exempt organizations are eligible to receive public and private grants. In addition, individual donors can claim personal federal income tax deductions, which provide an additional incentive for many people to donate to a cause or organization.
- **Tax Exemptions:** 501(c)(3) associations are eligible for state and federal exemptions from payment of corporate income, sales, and property taxes.
- **Lower postal rates:** on third-class bulk mailing.
- **Cheaper advertising rates** in publications.
- **Discounted space** from Internet service providers.
- **Free radio and PSA announcements** provided by local media.

To obtain tax-exempt status for your CTA, you need to take the following steps:

Step 1: File for an Internal Revenue Service determination of federal tax-exempt status.

Not-for-profit associations with charitable, educational, or cultural purposes may receive tax-exemption status under the Internal Revenue Code. To apply for recognition of tax-exempt, public charity status, you need to obtain Form 1023, the application, and Publication 557, the instructions, from your local IRS office. You can also download these forms and obtain more information from the IRS at www.irs.gov/eo. You may want to consult with an attorney with experience in this area to advise or assist you with this application and which tax-exempt status your organization should apply for.

In making this determination, the IRS relies heavily on the specific not-for-profit purposes stated in the corporation's Articles of Incorporation and bylaws. Both of these documents are submitted to the IRS when your association applies for its federal tax-exempt status.

Step 2: Apply for the Federal Employer Identification Number.

All not-for-profit associations must obtain a federal Employer Identification Number (EIN) regardless of whether they have employees or not. Your association will use this number on all federal tax returns and reports. Use Form SS-4, which may also be downloaded from the IRS website, to obtain your EIN.

Step 3: File for state and local tax exemption.

Many states and local governments impose corporate income, sales, and property taxes. Check with your departments of revenue for more information. In most cases, these exemptions are a formality based primarily on your having filed not-for-profit Articles in your state and having obtained your federal tax exemption.

Step 4: Apply for a not-for-profit mailing permit.

Most not-for-profit corporations qualify for reduced postage rates on bulk mailings. To obtain a third-class nonprofit mailing permit, contact your local post office online or in person.

STANDARDS OF CONDUCT AND RISK MANAGEMENT

Board members must meet certain standards of conduct when carrying out the responsibilities of an association. These are well-established principles spelled out in not-for-profit corporation law, which may vary slightly from state to state. These standards can be used in court to show a member acted properly or improperly. The standards of conduct are described as the duty of care, the duty of loyalty, and the duty of obedience.

Duty of care: This describes the level of competence expected of board members. It calls for board members to use the same care that “an ordinary prudent person would exercise in a like position and under similar circumstances.”

Duty of loyalty: This is a standard of faithfulness to the association. It means that board members must give undivided attention and allegiance to the association when making decisions that affect the association.

Duty of obedience: The board member has a duty to ensure that the association is obedient to its mission and purpose.

When board members follow these standards of conduct, attend all board meetings, and stay informed of and participate in all major board decisions, they should have no personal liability to the association for their actions while serving on the board.

INSURANCE

One of the things you should consider is insurance for your CTA/NJTL. The types of insurance you should consider are General Liability and Directors & Officers Liability Coverage. These policies could provide coverage for anything from injury or accident to a player or participant; accidental injury to a bystander or spectator; property damage to the tennis facility or site; to allegations of libel, slander, abuse, or molestation.

If you are a registered CTA/NJTL and member of the USTA you could be eligible for coverage under a policy that is offered as a benefit to members that is at a low cost for the coverage. The policies available to registered CTA/NJTLs that are USTA members are as follows:

General Liability Insurance — The cost for qualified CTAs and NJTLs is highly discounted with standard rates for organization budgets under \$25,000 (\$165 as of 2012) and organization budgets at \$25,000 or more (\$465 as of 2012). For more information, call 1-888-654-8782.

Directors and Officers Insurance — For current pricing of Directors and Officers coverage for registered CTAs please call 1-888-654-8782.

Building Relationships and Partnerships

5



For most CTAs, their personal relationships and partnerships with other community organizations are their most important assets. These partnerships can provide the leverage that your association needs to meet its mission, carry out its programs, and expand the range of people it serves. Today, few associations have the resources to operate their programs alone. Creating partnerships can be a win-win situation for all partners.

How do you start building partnerships? The first step is to recognize that partnerships can assist your association in achieving its mission and furthering its activities. You must also recognize that partnerships can be threatening. Other organizations may feel your association is coming in to take over their programs, or your own board of directors may feel the association is giving away too much.

Before you venture out to develop partnerships, your association should ask two key questions: What assets do you currently have? What other organizations exist in your community that may wish to partner with you? Find out what other organizations like yours are doing. Consider the organization's mission, culture, leadership style, and the population it serves. Then ask these questions to evaluate the potential partnership:

- Will the partnership further our association's mission—that is, what does the partner bring to the relationship?
- Do we and our potential partner(s) have adequate resources (both staff and financial backing)?
- Does the partnership meet IRS and legal requirements?
- Will this partnership achieve the desired results?
- Is developing this partnership worth the time and effort?

Partnerships are not always elaborate or complex. Your partnership may be as simple as having your CTA's program information included in a parks and recreation department seasonal brochure, sharing a conference room for meetings, or splitting the cost of needed equipment; or the partnership may be a little more complex. For example, the parks and recreation department might enter into a contract with you whereby you operate the town's tennis facilities and programs. Whatever shape the partnership takes on, your association should set up some guidelines to develop a win-win partnership.

- Set expectations for both organizations in advance. Define roles and responsibilities clearly.
- Set realistic goals and agree on the method of evaluation.
- Communicate on a regular basis.
- Share the credit with your partners.
- Set up a pilot period; give both organizations some time to see if this partnership is effective.
- Be open to including more partners as your situation changes.
- Foundations like to see collaboration, so work together with your partner and you'll be more successful at obtaining grants.

Establishing relationships and partnerships within the community is good business. Corporations everywhere are constantly merging, selling, outsourcing, and sub-contracting services to improve the bottom line. Your association can also do this by developing partnerships to provide improved services to your participants and members. Partnerships demonstrate that your association is part of a larger community effort, which leads to increased credibility and respect.

Partnering with Schools

There are schools located in almost every community of the United States. CTAs should make an effort to reach out to schools to increase youth and overall community involvement in the sport of tennis. Every day the USTA and its partners help kids learn not just a sport but also self-confidence, sportsmanship, and the habits of an active, healthy lifestyle. We are committed to making sure that all kids have an opportunity to play and learn from this lifetime sport.

When you bring tennis into your school, whether you work at the elementary, middle school, or high school level, the benefits transcend the boundaries on the court. And now, bringing tennis to your school is easier than ever, with the following resources the USTA offers to help grow tennis involvement among school-aged children:

Training – School Teacher In-Services, 10 and Under Tennis Workshops, and Recreational Coach Workshops.

Curriculum – An easy and exciting way to bring tennis to physical education.

Equipment Assistance – New equipment that is age appropriate and easy to use is available through deeply discounted programs and equipment grants for qualifying schools.

Staff Support – Technical expertise for program start-up and play formats, along with recommendations for converting play areas for tennis.

Coach Recognition – Recognition for coaches who offer No-Cut programs (programs that allow all players to participate regardless of talent level).

6

Developing Volunteer Leaders

Volunteers are the backbone of your CTA activities. Most of the work your association does will be done by volunteers. Because of this, volunteer recruitment is essential to having a strong and lasting CTA.

Recruiting volunteers can be achieved through careful planning and marketing. The challenge in doing this involves educating the public about your cause while also generating excitement about the organization. When presented effectively, volunteer opportunities should be met with intrigue and wonderment.



Potential volunteers are everywhere. They only need to be directed to a cause. How can your local CTA seek out those who would be willing to help? All volunteers need a motivation to work for the cause. Here are some factors that motivate people to volunteer:

- **The need for achievement:** To know that I am accomplishing something—that the work is purposeful and that I can see tangible results.
- **The need for affiliation:** To belong to a group, to be loved and accepted, to have a feeling of connectedness to a community.
- **The need for power:** To make an impact, to take a position of leadership where I can influence and persuade, to achieve a level of status in the group, organization, or community.
- **The need for growth and balance:** To know that I am growing in skills, self-knowledge, or experience. That somehow by meeting this need, I am a more balanced and happier person.
- **The need for fun:** To remove myself from the stresses of everyday life and change my pace, for pleasure and enjoyment, to be playful.
- **The need to serve:** To give of myself to others, that altruistic part of me that wants to be of service to others, to give back or fulfill my sense of responsibility to the community or organization.

Motivations that individuals have when they start volunteering are not always the reasons they stay. Volunteers will continue to serve as long as they feel that their efforts are accomplishing something, that their talents are appreciated, and that they make a difference. And if they like the people with whom they work, so much the better!

There are many places you can locate volunteers with the skills you are looking for to fill your vacant positions.

- **Elementary Schools, Middle Schools, High Schools, and Special Education Schools:** Contact the principal of the school or the head of the Parent-Teacher Association.
- **Colleges, Universities, and Community Colleges:** Contact the Dean of Student Personnel.
- **Private Clubs:** Contact the general manager or program director
- **Trade Unions:** Contact the president of the union.
- **Professional Organizations:** Contact the president of the organization.
- **Business Organizations:** Contact the president of the organization.
- **Professional Associations:** Contact the president of the National Education Association, American Medical Association, Bar Associations, and others.
- **Chamber of Commerce:** Contact the president.
- **Self-Help Groups:** Contact the president of Alcoholics Anonymous and others. These groups encourage profitable use of leisure time for their members.
- **Veterans Organizations:** Contact the post commander of the VFW, American Legion, AMVETS, Military Order of the Purple Heart, Disabled American Veterans, Viet Now, Gold Star Wives, Paralyzed Veterans of America, Vietnam Veterans Groups, Jewish War Veterans, Catholic War Veterans, and the auxiliaries of these groups.
- **Student Councils (High Schools) and College Fraternities and Sororities:** Contact the president of the group, principal of the high school, or dean of student services, or personnel.
- **Social and Business Organizations:** Contact the executive in charge of the local Elks, Moose, Lions, Rotary, 4-H, Federation of Women's Clubs, Knights of Columbus, Masonic Order, and other social organizations.
- **Special Interest Groups:** Camera, garden, sports, literary, music, stamp, and many other types of hobby interest clubs.
- **Your Local Phonebook Yellow Pages:** Check under headings: clubs, social service organizations, societies and associations, and professional associations.
- **Internet:** Search for local volunteer organizations that may have websites.

Tell the Truth from the Start

Making a volunteering task sound easy does not necessarily make it more appealing. Many people are intrigued by the challenge of doing something that can be both time-consuming and rewarding. In addition, this approach tends to attract people who are up to the challenge. It is OK to scare away a few people who likely would not have fulfilled your expectations by telling them how much work is really involved from the start.

Change the Public's Perception of Volunteering

Many people share the perception that volunteer work is for those who are unskilled. Some think it involves nothing more than stuffing envelopes. One of your goals should be to raise awareness of what volunteering truly entails. It involves people of all ages using a variety of skill sets to work toward a particular goal. In most cases, volunteering requires the same skills that one uses at his or her full-time job.

Volunteer Job Description

A volunteer job description should accurately define what work is anticipated for each position. To get maximum performance from your volunteers, and to keep them happy, they should know exactly what is expected of them. Here are key elements in a volunteer job description:

- Job title
- Brief job description
- Anticipated results
- Agency name, address, and phone
- Supervisor's name
- Time parameters of the job
- Qualifications for the job
- Responsibilities
- Benefits
- Training requirements
- Work site
- Evaluation requirements

Training Volunteer Leaders

A critical component of CTA development is the creation of a comprehensive plan for training and educating community leaders. People are your association's biggest asset. To keep them happy and effective, volunteers must see opportunities for education and growth. Anyone assisting with your association—including board members, other volunteers, staff, and on-court instructors—should participate in your training program. The USTA offers national, regional, and local training opportunities that provide community leaders with knowledge in a variety of areas. Call your USTA section office for more details on these training opportunities. (See Appendix C for more.)

What Types of Training Do Volunteers Need?

Your volunteers will likely benefit from a variety of training opportunities. We have found the most important to include:

- Volunteer management, including recruitment, retention, and recognition of volunteers' efforts and good work.
- Fundraising from the basics to more advanced approaches
- Business and organizational management, including budgeting and strategic planning.
- Technology training, including website management, software, and computer training.
- Human resources management
- Overview of USTA organization and services.

Where Can Volunteers Go for Training?

As mentioned above, the USTA offers national, regional, and local training opportunities. Call your USTA section or district office for information about these opportunities. In addition, common tools and methods for implementing training and education plans include, but are not limited to, manuals, training tapes and videos, expert journals, hands-on staff support, and Internet training.

The USTA, through its network of sectional and district offices, stands ready to help your community build a clear pathway of tennis programs. National, sectional, and district staff, in concert with dedicated volunteers, are available to help you build a strong, effective CTA.

7

Raising Funds



A CTA has to have sources of income to support its planned programs and other activities. You don't have to raise a lot of funds just to get your CTA started, but if your programs are going to grow, a plan for fundraising should be in place during your first year of operation. It is wise to recruit people to your board of directors who have an interest in fundraising, experience in that area, and connections in your local community that may open doors. In the final analysis, fundraising requires good people skills and building relationships locally. Also, keep in mind that many organizations will provide grants only to eligible, tax-exempt, not-for-profit corporations. If your association is not an incorporated, tax-exempt organization, you may wish to have it become one.

Where the Money Comes From

Starting out, a CTA has to have some sources of income to support the budgeted activities. Here are some suggestions on how to get started.

- **User fees, in-kind donations, and memberships.** User fees can be generated from a wide variety of tennis programs your CTA may offer. League and team programs, tournaments, exhibitions, and instructional programs can support the CTA's mission while also providing revenue. If, for example, you want to offer basic instructional sessions for youth and adults to get to your CTA programs off the ground, you can secure the use of tennis courts in your community from the parks and recreation department or the local school system. The value of that court time should be included in your statement of income and expenses as an in-kind donation. The participants should be charged a program or user fee that is moderate but can cover the fee of the instructor, the tennis balls, handout material, and incidental expenses. The funds generated by user fees should also be included in your budget statement as income.

You may wish to generate some money for start-up costs by inviting others to join your CTA as members. There are two different approaches used, and each one has its own merits. First, people who believe in the mission of your CTA, starting with the members of your board of directors, may be willing to donate money to get you started. If you can convince 20 people to donate \$100 each, you will be off to a good start. A second approach is to require each participant in your programs to join the CTA for a modest fee. For example, a \$10 membership fee is added to a program course fee of \$40, making the total fee \$50.

- **Support from your USTA section and the USTA national office.** This financial support may be in the form of grants or some other USTA initiative. To start, contact your USTA section office and ask about financial support for your local CTA. Although support varies from section to section, all USTA sections are anxious to help build community organizations. Once they find out about your plans, programs, and resources, section staff and volunteers will guide you on applying for various grants, provide direction on acquiring free or low-cost supporting materials, and alert you to training opportunities that are available for your leaders or coaches.
- **Special events.** These events can be as simple as a car wash or as ambitious as a formal banquet. Depending on your community, the culture, and the competition for local funds, you need to consider the types of events that will be successful. As your CTA matures, these fundraising events often take on a life of their own, and you can find volunteers who specialize and enjoy working on them. Don't forget to consider tennis fundraisers, too, such as marathons, fun competitions, rally contests, tours of private courts, or other creative formats.
- **Local sponsors.** Start by determining what value you can offer a potential sponsor, such as the sponsor's name on every T-shirt distributed in a USTA League program, recognition on CTA stationery, ads, flyers, and banners at fundraising events. Target your local bank, pizza stand, ice cream store, grocery store, etc.—anyone who values community support. The first ones on your prospect list should be those who have tennis supporters in a decision-making role as president or manager. Don't forget dentists, medical practices, and other professional people who value publicity for their practice or business.
- **Donations from corporations.** Many corporations are interested in giving back and reaching out to their communities. And most have some sort of formal grant process for charitable purposes. You should look for common interests that corporations might share with your organization. You will have to do your research to find out the corporation's policies and procedures for giving. They vary greatly from corporation to corporation.
- **Government and community grants.** Many grants are available from local community governments and state agencies. Enlist the help of knowledgeable grant writers, or consider hiring them to apply on your behalf and compensating them on a contingency basis. Many grant programs are available to support after-school care and academic and recreation programs for youth. Fighting crime, drugs, violence, obesity, and inactivity are all common causes of grant programs. If you can attach an educational component to your tennis programs for kids, the grant options available are multiplied.

Characteristics of Successful Fundraising

What characteristics make a successful fundraiser? The following is a list from the California Community Foundation's handbook, *Resources for Your Nonprofit Organization: A How-To-Do-It Handbook*. This list represents some requisite qualities for successful resource development.

- **Be enthusiastic** in your research and development of funding opportunities. If you approach fundraising with a sense of dread, you're not likely to be successful.
- **Be passionate** in supporting your organization. If you aren't, there isn't a grant-maker in the world who won't see through you. No passion, no money.
- **Be persistent.** If you understand that there are more askers than givers, you'll understand why this is a virtue. You'll hear "no" far more than "yes." Reasonable persistence may turn a "no" into a "yes."
- **Try not to personalize your results.** Remember, being told "no" is the worst thing that can happen to you in raising funds. You don't have to enjoy it, but you can get over it. Remember also, the real work in carrying out a project starts after you get a "yes."
- **Try to be tolerant about ambiguity.** Little other than change is assured in the grant-seeking arena. Guidelines change; so can priorities. People may come and go. So if you are going to succeed in seeking support, you have to be flexible.
- Make sure your association is **eligible to receive grant support**. You must secure nonprofit, tax-exempt status.
- Be sure your organization has a **clearly defined purpose** or mission. Specific objectives and program plans directly related to accomplishing them should be evident.
- **A track record or some history of activities and accomplishments** tends to comfort many potential funding sources. New organizations may run into difficulty for this reason. A successful model for first-time grant-seekers seems to be one in which volunteers have come together to initiate development of the organization's programs for a period of time before trying for funding.
- Remember the **importance of volunteers**. Evidence of support by volunteers indicates community backing and conveys organizational credibility to potential funders.
- Because nonprofit status necessitates the existence of a board of directors, make sure that your **board that operates with a well-defined set of responsibilities**. The board should take an active role in your fundraising activities. There is potential for significant impact on funders if non-compensated board volunteers work hard to advance the organization's mission. And as for the importance of their own donations to the organization, external sources might hesitate to support your efforts if your own board won't do the same.

Example of Balanced Funding Sources

Few funders will want to be the only source of support to your organization, so you should develop a broad base of financial support and/or resources. Listed below are some potential sources of funding. It is by no means an exhaustive list, but it is a starting point to get you on your way to generating financial resources.

- **USTA.** The USTA (district, section, and national) has money available to support CTAs and programs. You may contact your USTA section office for details. See Appendix E for contact information.
- **Government grants.** Your association may wish to research the arena of government grants. You'll find grants available at the federal, state, and local levels. See Appendix A for additional resources to begin your research.
- **Foundations.** Foundations are created to give money out to charitable organizations. There are more than 90,000 foundations nationwide granting money to organizations. The Foundation Center is an outstanding resource to begin your research on foundations. See Appendix A for more.
- **Special events.** Special events can be as simple as a car wash or as extravagant as a formal banquet. The bottom line is that special events raise money for your organization. The key to a special event is to minimize the actual expenses of the event so that you may bring in more money. There are hundreds of books on hosting special events. You'll have to take a look at a few to generate some good ideas. There is a list of titles in Appendix A to get you started.
- **Corporations.** Many corporations are interested in giving back and reaching out to their communities. And most have some sort of formal grant process for charitable purposes. You should look for common interests the corporation may share with your organization. Again, you'll have to do your research to find out the corporation's policies and procedures for giving. They vary greatly from corporation to corporation.
- **Participant fees.** Not-for-profit does not imply that the programs and service you offer must be free or that your organization cannot make money. A benefit of charging fees for programs and services is that people being charged take the programs more seriously. Not everyone has to pay the same fee. Your association should take into account low-income participants.
- **Membership.** Membership to your association allows you to offer increased benefits to your members while generating additional funds. You should consider youth, adult, and family memberships. Talk to other organizations like yours to find out what their membership structure is.
- **Individual gifts.** In the world of fundraising, you will find that approximately 80 percent of funding comes from individuals—people willing to support your association's activities personally. Getting individuals to give money to your association means someone in your organization needs to ask for money, which is not always an easy thing to do (and is often most successful when done one-on-one and face-to-face). Who should do the asking? It should probably be someone on your board of directors or someone else connected with and knowledgeable about the association. Who should be asked? You should begin with friends, family, and program participants—those who have an interest in seeing your association succeed. Also, some companies may have a corporate matching program that matches employee contributions to certain charities and organizations, so ask your employer if this exists.

- **In-Kind support.** Cash is not the only source of support for your association's activities. Products and/or services are just as beneficial. It may not be cash, but you save money by not having to purchase these items. Almost any service or good that is not cash can be considered a form of in-kind support. A few examples of in-kind support are volunteers from a corporation, surplus equipment or supplies, assistance with publicity, development of promotional material, computer services, legal and tax advice, printing, and facilities.
- **Sponsorships.** Generating sponsorships for programs and/or services will not only result in increased revenue but will result in increased awareness and participation in your programs. Your local USTA section's marketing staff can assist your association and facilitate your local sponsorship efforts.

Funding Priorities

We've emphasized the importance of diversifying your funding sources. Your association may run into funding challenges if you are relying on one source of funding to keep your operations going. Funders are more likely to support your association when you are able to show they are not and will not be the sole source of funding. Below you will find what we consider to be a balanced source of funding. It's a guideline to get you started. As your association matures, your percentages and sources may change, but the important thing to remember is to diversify.

Some CTAs have become self-funding, with little reliance on outside organizations for financial support. These CTAs may be funded by endowments, regular donations, membership dues, or user fees. A CTA that is funded as a direct result of its own activities will have a more predictable revenue stream. This will make it easier to plan for the future and may result in a more stable organization.

Proposed Funding Percentages

User fees	30%
In-kind support	20%
Special events	15%
Third party grants	20%
Sponsorship	10%
Memberships	5%
TOTAL	100%

Delivering Tennis Programs to Your Community

8

For you to deliver tennis programs successfully to your community, you need to know what programs are generally available and how to get information about them so you can adapt them for your needs. Good resources to contact are the tennis industry partners and allied organization that have been working with the USTA to grow the game. These organizations, whose involvement in tennis range from introductory events to top professional competition, are listed in Appendix A. They include:

- Tennis Industry Association (TIA)
- National Recreation and Park Association (NRPA)
- International Health, Racquet, and Sportsclub Association (IHRSA)
- United States Professional Tennis Association (USPTA)
- Professional Tennis Registry (PTR)
- American Tennis Association (ATA)
- Association of Tennis Professionals (ATP) World Tour
- Women's Tennis Association (WTA)
- Gay & Lesbian Tennis Alliance (GLTA)
- World TeamTennis (WTT)
- Intercollegiate Tennis Association (ITA)
- National Intramural Recreation Sports Association (NIRSA)



Your awareness of what programs are locally available combined with the national effort by the tennis industry to grow the game can only strengthen your ability to attract and retain players. Here are a few program ideas:

- **Hold an Introductory Event.** There are a variety of ways to get people started in tennis. The keys are to bring fun into the experience and provide a way for them to continue playing—and for that to happen, you want their initial experience to be a positive one. That's why it's a good idea for a person to try tennis for the first time under the direction of a tennis instructor. To find an instructor, contact the USPTA or PTR, a pair of organizations that certify teaching professionals. These pros will help ensure that proper fundamentals are being used.

- Introduce kids to the sport with **Kids' Tennis Clubs** or **Tennis Play Days**.
 - Kids' Tennis Clubs allow kids to sample tennis through supervised play and interactive activities. These "clubs" offer kids the opportunity to have fun, gain confidence, and meet new friends, all while enhancing their social and physical development.
 - Tennis Play Days provide kids of all levels the opportunity to continue to develop and enhance their skills. They are a welcoming way to experience the social and competitive aspects of tennis.
 - Check with your USTA section office for ideas on implementing an introductory events. And remember, introductory events can take many forms, such as a tennis carnival or festival, an in-school or after-school program, or an event that is combined with other local activities.
 - **Offer a league.** Once a person has started to play tennis, there are many ways for him or her to continue. Finding someone to play with becomes easier when there is a CTA to organize the competition. Another popular way to continue playing tennis is in a league, such as USTA League, the world's largest recreational tennis league. Every USTA section offers leagues, the USPTA and World TeamTennis also organize leagues, and many towns also have their own form of non-advancing competition.
 - **Conduct a tournament.** Continuing skill development and a thirst for a higher level of competition will encourage players to enter district, section, national, and even international tournaments. Contact your USTA section to find out more about having your CTA put on a tournament. The USTA sanctions thousands of tournaments each year.
 - **Ally with another organization.** To deliver tennis programming in your community, join forces with another organization. For example, a joint partnership between the USTA and the NRPA supports community tennis growth and development in the areas of instruction, program development, technical assistance, and facility enhancements in our public parks.
- Also, many CTAs offer self-funded programs. One such program is USTA National Junior Tennis & Learning (NJTL), a nationwide network of community tennis organizations seeking to develop the character of young people through tennis and education. Founded in 1969 by Arthur Ashe, Charlie Pasarell, and Sheridan Snyder, this growing network of tennis providers:
- reaches out to those who may not otherwise have the opportunity to play the sport;
 - instills in youngsters the values of leadership and academic excellence;
 - gives all kids (regardless of income, race, or gender) the opportunity to fully develop their tennis skills so they can derive a lifetime of enjoyment from the sport.

Regardless of which organization you team up with, it takes capable administration to pull everything together.

Getting Started

Regardless of which programs you plan on offering, here are the basic components for getting the ball rolling:

- **Assessment of program options**—Know what is available and what you want to do.
- **Contact collaboration**—Check with organizations that are already offering similar programs. Network with them for information.
- **Secure funding**—Figure out whether your programs require self-funding or need outside help.
- **Plan**—It is important to have a timeline and action steps. Your USTA section will assist you in many ways. Get in touch with them from the beginning.

10 and Under Tennis

10 and Under Tennis is the largest youth initiative in USTA history and represents a revolutionary change in the way kids learn and play tennis, as well as in how they compete. 10 and Under Tennis tailors equipment and courts to a child's size and age—with smaller courts, slower-moving and lower-bouncing balls, and shorter, lighter racquets—so that he or she develops skills and has fun right from the start, rallying and playing quickly and in a way that is both enjoyable and rewarding.

10 and Under Tennis eliminates waiting in long lines to hit the ball and the frustration kids feel at not being able to rally. Kids will enjoy playing the game right away and will keep coming back for more, developing a lifelong passion and appreciation for tennis.

Also, with the new equipment and smaller courts that allow more players to participate at once, 10 and Under Tennis can serve as an excellent way to grow and expand your youth programming.

Programming

■ On-Court Training

Get instructors trained through a 10 and Under Tennis workshop, as well as a Recreational Coach workshop (designed for recreational coaches working with players of all ages). Find a workshop near you at www.usta.com/coaches_oncourt_training.

■ Facility Assistance

Decide whether or not you want permanent lines on your courts and/or playing surface. The USTA offers grants for these projects, so it's easy and affordable to line tennis courts or surfaces such as blacktops. If interested, go to www.usta.com/facilities to fill out a facility assistance request form. You can also apply for grants to build the permanent 36- and 60-foot courts utilized for 10 and Under Tennis. (A typical full-size court is 78 feet.) Another simple method for lining courts is by using tape or throw-down lines.

■ Register Your Facility

We want to make sure that you and your program are listed on the USTA's 10 and Under Tennis registry so parents searching for youth facilities and programming in their local area can find you. Make sure you not only register your facility, but that you register yourself as an organizer. That will allow for additional opportunities for parents to find you as they conduct their search. To register your facility and to register yourself as an organizer, visit www.10andundertennis.com/organizers.

Play Opportunities

With 10 and Under Tennis, there are more opportunities than ever before for children to get in the game. The goal of USTA youth programs is to give kids a foundation on which to build a lifelong passion for tennis. The USTA is committed to building tennis participation among youth in our communities, and the offerings are designed for kids at any and all levels.

■ Tennis Festivals

Tennis Festivals are free events that provide an exciting and entertaining opportunity for kids to experience what tennis has to offer. They offer a variety of tennis activities, interactive games, and contests that appeal to a wide range of ages and skill levels. In addition to introducing tennis to the kids and teaching them about the game, Tennis Festivals offer parents the opportunity to learn how to get their kids involved in a local program.

■ Kids' Tennis Clubs

Kids' Tennis Clubs are offered at local schools, parks, youth centers, and tennis facilities. This format lets kids “sample” the sport in a social and group environment. A Kids' Tennis Club is structured in a similar manner to other organized extracurricular activities. These clubs offer kids the opportunity to have fun, gain confidence, and meet new friends all while enhancing their social, educational, and physical development. If a Kids' Tennis Club isn't offered in the local community, parents should encourage local youth-serving organizations to add tennis to their curriculum.

■ Play Days

Play Days are designed to give kids additional court time in a fun, low-pressure, non-elimination setting where they can continue to develop and enhance their skills. For both novices and more experienced players, Play Days are a welcoming way to experience the social and competitive aspects of tennis. Organized by skill level, Play Days afford kids the chance to gain additional play experience by rotating opponents through short, continuous matches over a 2- to 3-hour period. Play Days promote a sense of achievement through a fun and spirited atmosphere.

■ USTA Jr. Team Tennis

USTA Jr. Team Tennis is often a child's first experience at organized play in a team setting. Through singles, doubles, and mixed doubles formats, team competition helps kids develop a sense of individual contribution within a group. Jr. Team Tennis promotes social skills and important values by fostering a spirit of cooperation and unity, as well as self-growth. Whether they win or lose, kids learn that succeeding is really more about how they play the game.

■ USTA Junior Tournaments

USTA Junior Tournaments are a great way for kids to enjoy the thrill of competition by getting on the court, playing a variety of styles, and making new friends. Competing in Junior Tournaments will help kids determine their personal goals for tennis—high school, college, or the pros. With a range of levels from novice to national competition, tournament participation encourages player development and advancement.

For more information on 10 and Under Tennis, please visit www.10andUnderTennis.com. Or for information on where to find any of these offerings in your local community, contact your local tennis facility to find out what programs and initiatives they offer.

Diversity & Inclusion

9

Diversity and inclusion (D&I) is a top strategic priority for the USTA. As such, the USTA created four subcommittees for the four major target demographic areas—African-American, Asian-American, Latino/Hispanic, and Lesbian, Gay, Bisexual and Transgender (LGBT). Each subcommittee has developed resources for CTAs to use as guidance on strategies and tactics to help engage different cultural groups to play, support, and grow the game of tennis.



Cultural Cues

Below are recommendations from your peers in the tennis community who have had success/experience in each respective demographic and are merely guidelines that may help bridge cultural gaps. Please be advised these lists are not exhaustive and we welcome you to share additional success stories and add to the list.

AFRICAN-AMERICAN

Growing the sport of tennis is important in the African-American community because it provides an opportunity for young African-Americans to partake in the American dream. There is a need to help continue to develop a sense of pride in achievements of young people in the African-American community, and this can be done through the sport of tennis. By further exploring and discussing the vision of the USTA, it is clear that a key piece of work relies on listening to the needs of the CTAs. Building relationships in the African-American community is critical to the success of CTAs.

Based on the scope of work lead by the African-American subcommittee of the USTA D&I committee, resources are available to assist your CTA in reaching out to African-American communities. These resources include marketing strategies and best practices of various successful tennis programs and CTAs targeting the African-American community.

■ Snapshot

- Build trust: be authentic
- Partner with other African-American community organizations
 - NAACP, Jack & Jill, Urban League, etc.
 - Local churches
- Promote fitness and wellness benefits of the sport
 - Highlight wellness benefits regarding hypertension, obesity, and diabetes
- Promote community safety aspects
- Break comfort zones—go to the group, and when in doubt, ask questions
- Display diversity (i.e., African-Americans) in your organization/s
 - Recruit volunteers, board members, and officials from the aforementioned African-American community organizations
- Work to get high-profile local support
 - Role models

ASIAN-AMERICAN

The Subcommittee on Asian-American Participation has prepared resources that CTAs can use to target the Asian-American communities in their area and increase their participation in tennis, both as players and as volunteers. Currently, Asian-Americans make up about 5 percent of the U.S. population but only 4 percent of USTA membership.

CTA resources to increase Asian-American participation include:

- General information about Asian-Americans and their participation in tennis
- How to find Asian-American communities in the areas served by CTAs
- A game plan for introducing tennis to Asian-Americans—and to keep them coming back
- Documentation supporting the link between participation in sports like tennis and educational achievement

The keystone of the CTA action plan is a partnership by the CTA with a local Asian-American organization (such as a school, Asian-American Chamber of Commerce, place of worship, etc.). Through that partnership, the CTA and the Asian-American organization will offer recurring opportunities to participate in tennis, whether as players or as volunteers, as well as annual special events aimed at the Asian-American community.

These resources also include several customizable document templates (posters, brochures, newsletter articles, press releases, etc.) that the CTA and the partner organization can use to publicize their partnership and any events, lessons, discounts, etc., offered to members of the partner organization.

■ Snapshot

- Promote educational aspects
 - Academic Success
- Partner with other Asian community organizations
 - Asian MBAs, National Association of Asian-American Professionals, churches and/or mosques
 - Leverage other CTAs
- Utilize other sports popular with Asians to lead them to tennis
 - Table Tennis (Ping Pong), Badminton
 - Wii
- Utilize social media
- Sincerity/honesty
- Promote competitive aspects and individual achievement

LATINO/HISPANIC

“Tennis is clearly a family game, and we Hispanics are all about family. In contrast to other sports where the older members of the clan can only watch from the sidelines, with tennis, everyone can play together. The best way to get hooked is to start early and be successful from the beginning.” – Mary Joe Fernandez

A quick glance of the Top 20 major markets around the country reveals that, in these communities, minority ethnic segments have become the majority, a title previously held by whites. Leading this cultural movement is the Hispanic community. The Hispanic community is now the second-largest consumer market in the United States, with more than 50 million U.S.-residing Hispanics controlling a buying power totaling \$1.3 trillion annually.

Beyond the importance of diversity and inclusion within our sport, research shows that actively reaching out to Hispanics is an incredible opportunity not only for the sport of tennis but to grow participation in your programming and CTA.

USTA resources will present an actionable yet flexible plan to expand your CTA by leveraging existing resources. It will provide a best practices guide featuring:

- Hispanic demographics & trends
- Hispanic marketing & tennis: Strategies & tactics
- Sample promotional materials of successful Hispanic-focused CTAs
- Secondary resources & information
- Partnership opportunities
- CTA case study

At the core of the Hispanic subcommittee strategy is the development of new junior programs that inspire tennis participation (if even on a trial basis). Encouraging the Hispanic child to play tennis will generate excitement among the entire family and convert new adult players as well.

■ Snapshot

- Family first
 - Involve the entire family in the sport
 - Many parents/families will stay throughout the duration of play or practice.
- Promote creative engagement
- Don't "sell" tennis
 - Build trust slowly
- Authenticity: respect the culture
- Staff and volunteers must reflect the audience
 - Recruit volunteers, board members, and officials from your local Latino/Hispanic community organizations
 - Leverage parents even if they do not play tennis (see "family first" above); they will be great ambassadors
- Translation of materials
- Utilize program alumni to be your foot soldiers and ambassadors
- Promote educational and professional success trends associated with tennis
- Identify and utilize role models
- Make it "cool"
 - Encourage "coolness" factor with club-like affiliation; i.e., special T-shirts, titles (e.g., captain, responsibilities awarded to those kids playing tennis)
- Bring tennis to local cultural events (e.g., Cinco de Mayo celebrations, parades, conferences, etc.)

LGBT (Lesbian, Gay, Bisexual & Transgender)

National surveys indicate that the gay and lesbian community exceeds 18.5 million people in the United States. To reach this large, diverse community, the USTA has created resources to assist your CTA in networking, marketing, and engaging the LGBT community. Resources such as a comprehensive list of LGBT organizations, media contacts, LGBT publications, and potential corporate sponsors have been developed to support outreach efforts.

Also, LGBT tennis groups can help to incorporate “remote” locations as outposts for activities in cooperation with the USTA as well as new LGBT Tennis CTAs can be formed with the help of existing groups.

■ Snapshot

- Utilize social media
- Partner with other LGBT-serving organizations
 - Gay & Lesbian Tennis Alliance (GLTA), CTAs, sports groups (e.g., Gay Games), Gay & Lesbian Alliance Against Defamation (GLAAD)
- Host women-only tournaments/mixers
- Promote social aspects
- Sincerity
- Develop LGBT leadership
 - Recruit volunteers, board members, and officials from your local LGBT community organizations
- Support, participate in, and host regional LGBT competitions
- Connect NJTL with Gay & Lesbian Tennis Alliance chapters for youth development
- Visibility at pride events

SUMMARY OF UNIVERSAL DIVERSITY & INCLUSION BEST PRACTICES

- Build trust—don't sell just tennis
- Authenticity—make sure your outreach is culturally relevant, respectful, and timely
- Befriend, network, and partner with organizations that currently serve your targeted demographics—connect with local chapters of national organizations OR research local organizations that serve your target; also, do not underestimate the potential of local religious institutions which may serve large, homogenous groups.
- Break out of comfort zones
- Display diversity in your organization and promotional materials
- Recruit ambassadors within the community
- Promote the wellness benefits of the sport
- Promote educational benefits
- Bring tennis to the community—try not to limit your tennis events to the same locations; host tennis events in your target demographics' neighborhood
- Utilize social media
- Family-first
- Translate materials
- Utilize program alumni
- Make it cool
- Visibility at culture specific events.

Publicizing Your Product

Marketing a CTA to its service area is a key ingredient of the USTA mission “to promote and develop the growth of tennis.” Advertising, promotion, sponsorship, and public relations are tools a CTA can use to generate awareness of and participation in its events and programs.

A CTA must prioritize how it will spend the limited advertising and promotion dollars available in its budget to produce the most cost-effective results. Below are definitions of what is meant by advertising, promotion, sponsorship, and public relations:



- **Advertising** is a paid means of building awareness about a program, product, or event to a targeted audience. It consists of two components: the creative piece (newspaper ad, radio, or television commercial, etc., which communicates the desired message about events and programs) and the media placement (newspaper, radio, or television station, internet, etc., which delivers the desired message about events and programs). The creative piece should be done professionally and project the image the CTA wishes to communicate. Media placement is equally important to reach the proper audience/market. Most advertising is paid for by the client, who has control over both the creative piece and the media placement.
- **Promotion** is a means to increase sales or participation in events and programs by providing an incentive (e.g., sweepstakes, premiums, free samples, contests). Advertising is the vehicle that communicates the promotion to the service area.
- **Sponsorship** is a means to receive income or “in-kind” product in return for promoting a specific business and/or product. Sponsorships are generally valued based on the size of the event and/or program and the exposure provided to the sponsor. Sponsorship dollars may be used to advertise the event and/or program.
- **Public Relations** is communicating positive information about the CTA and its events and programs, whether through the media, the Internet, or word of mouth, and should include articles and news coverage. Public relations is different from advertising because there is no charge for the time or the space used to carry the message, but there is usually little control over the way the message is received and repurposed. Public relations can be the most cost-effective and powerful way to promote tennis and your CTA.

Depending on the event or program, USTA sections and districts can offer help, and many can provide further marketing materials, assistance, and expertise on a local and individual basis.

Advertising

A CTA is encouraged to develop a logo to be used in all advertising and other printed materials. An attractive and recognizable logo allows a potential consumer to easily identify the source of the advertising. All advertising must include pertinent information such as: program or event description, dates and times, locations, cost (or free!), promotions (value-added give-a-ways, contests, and sweepstakes), contact information (phone, fax, e-mail, physical address, and mailing address), how, and where to sign up.

A CTA may communicate its advertising message in many ways, some more cost-effective than others. Most CTAs have limited advertising budgets available, but keep in mind media outlets may offer a lower rate to nonprofit organizations or consider your message to be a public service announcement. The more cost-effective methods of advertising are:

- **Flyers, brochures, banners, and posters.** These items may be produced inexpensively and distributed through schools, YMCAs, after-school programs, businesses, etc., at no cost. Use volunteers or other community service groups (e.g., Boy Scouts, Lions Club) to distribute flyers whenever possible. Mailing flyers may be more effective, but it's also more costly. Consider postcards as a less expensive alternative.
- **Newspaper Advertising.** This will be more costly but can be effective with the properly designed ads placed in the right section of the paper. This should be done through a series of newspapers, not just one.
- **Internet.** This offers a great way to communicate the CTA's message through a CTA website, e-mail blasts, electronic newsletters, or other website advertising. (This can be especially effective on district websites.) A properly designed website will pay dividends if it is kept up to date and includes the right information. The USTA offers CTAs the opportunity to participate on the USTA.com network. The website hosting and design is free. Users are provided with free training, and the design and functionality are current technologies. Contact your USTA section office for an application to join the USTA.com network. Website design and hosting can also be done locally at a nominal cost. Also, make sure to utilize social media websites like Facebook and Twitter to get your message out.
- **Cable television.** This media can be very cost-effective and can be placed on channels to reach sports enthusiasts and cable companies to reach specific (area) markets. A well-designed and well-produced spot is essential. Production of a quality television commercial can be expensive, but customizable television commercials are available.
- **Movie slides.** This can be another cost-effective way to reach area consumers. Some theaters may offer this free as a public service announcement.

Radio, network television, magazines, and billboards are other effective advertising tools. However, in many cases, these may be too costly for CTA budgets. The following tips may help in allocating advertising media budgets to maximize return:

- If a volunteer has experience or expertise in advertising, solicit his or her help.
- Always use the USTA logo on marketing flyers, organization/event banners, etc.
- In most cases, an audience will pay more attention to an ad placed in a paid-circulation publication than in a free one.
- An audience that has a high composition of desired consumers (participants) is generally a better media buy than an audience that is less concentrated.
- A media vehicle that reaches more consumers per dollar is better than one that reaches fewer consumers. Each media vendor should be able to supply information about market penetration.
- Ask the media vendor to provide value-added items (e.g., public service announcements, prizes, promotions, coverage).
- Contact media as far in advance as possible as their deadlines may vary, and place advertising one to three weeks prior to an event or program launch.
- Increase the frequency of advertising, as the budget will allow, for maximum impact.
- Reach active sports enthusiasts by advertising in media that promotes and broadcasts sports.
- Offer media the opportunity to sponsor events or programs by trading space or time instead of a cash buy.
- List events and programs in community calendars or bulletin boards on the local public television access channel.
- Distribute flyers in high-traffic locations (e.g., health clubs, sporting goods stores, community centers, college student unions, schools) frequented by the target audience for the event or program.
- Contact area radio and television stations and ask that the event or program be included in their public service announcements.
- When buying radio or television time, work with this media to support the event or program by suggesting they:
 - Promote the event or program five to seven days in advance.
 - Advise listeners and viewers about event or program sites, dates, and sign-up information.
 - Provide on-air talent for the event or program.
 - Conduct a live remote broadcast.
 - Post information about the event or program on their website.

Promotion

It is important that extra incentives are communicated to the consumer through advertising. There are many ways to offer incentives to consumers to add extra value and encourage their attendance and participation. These include:

- Clothing items (T-shirts, hats, etc.)
- Accessories (e.g., water bottles, wristbands, bracelets)
- Other prizes, even those that may not be tennis-related (e.g., movie tickets, food items)
- Larger prizes (e.g., equipment, autographed items, trips) normally with only one winner determined by a sweepstakes or contest
- Free food and/or drink
- Free lessons and/or clinics

When an event or program is provided to attract new participants, it is hard to beat it if the event/program is free. However, at some point an appropriate cost must be charged to the participant.

Many items may be secured at little or no cost, especially if sponsorship of the event or program is offered in return. Contact local businesses as well as tennis industry members. A local tennis professional or tennis retail store can often help with some incentives and contacts with tennis equipment vendors and tennis manufacturer representatives.

Sponsorship

Soliciting sponsors can be an important way to increase income and/or promotions for an event or program. Sponsors are often more interested in providing product rather than dollars. The CTA must place a value on a sponsorship and be sure sponsors deliver the promised exposure. The more people involved in an event and/or program and the more media exposure it receives, the greater the value.

Sponsorships may be offered at different levels. The higher the cost of the sponsorship, the more exposure is provided for the sponsor. Title sponsorships, in which the sponsor's name becomes a part of the event or program name, are the highest level and provide the greatest exposure to the sponsor. Other sponsorships may be sold for the same event or program.

Note: Do not solicit sponsorships for the same event or program from businesses that directly compete against each other, such as tennis equipment or ball suppliers. Do not ask two fast-food hamburger restaurants to sponsor the same event or program, although it may be acceptable to ask a hamburger restaurant and a sandwich restaurant, especially if the sponsorship is valued in product rather than dollars.

Exposure may be provided to sponsors by:

- Banners (which the sponsor should supply whenever possible)
- Logo or name on printed materials, staff shirts, T-shirts, hats, gifts, etc.
- Advertisement or listing in brochure
- Logo or name on sponsor's board at the event's primary location

- Invitation to all events and/or programs
- Remarks by a title (or other important) sponsor at kickoff event, social functions, awards ceremony, etc.

Be sure to provide what was promised, and thank the sponsor for its support before, during, and after the event or program.

Public Relations

Obtaining publicity for events and programs is an important and cost-effective part of the marketing effort. A successful public relations campaign requires planning and includes several elements listed below:

- Develop a media kit that contains information about events, programs, and planned activities.
- Develop a target media list that includes the names, addresses, e-mail addresses, telephone, and fax numbers of the media outlets that may be interested in the event and program. This may include daily and weekly newspapers, local magazines, district magazines or newsletters, television and radio stations, websites, and wire services.
- Identify a spokesperson or press contact who will make most contact with the media that promote CTA events and programs. This spokesperson must understand the key elements of the event/s and/or program/s so that all information can be consistently and accurately communicated to the media.
- Notify the media of the event or program with a press release, schedule, and fact sheet. Fax or e-mail this information to the target media list at least two days prior to the event or launch of the program. A personal phone call from the spokesperson inviting the media to the event or program will help emphasize its importance and encourage media coverage.

Regardless of the marketing strategy used, it is important to obtain ongoing publicity for the CTA's events and programs, and of tennis in general. Below are tips on how this can be done:

- Provide local newspaper calendar editors with the schedule/s, locations, telephone numbers, e-mail addresses, and website of CTA programs and events.
- Contact the websites of local newspapers, sports-related organizations, partner organizations, and local information sites, and ask them to list all event and program information and sites on their community calendar.
- Many local newspapers, particularly in smaller communities, are constantly looking for news to fill pages, so don't hesitate to send short press releases frequently, which may increase the visibility of your CTA.
- Return all phone calls and e-mails promptly.
- Provide consistent information to the media and the consumer.
- Notify the media via releases regarding CTA and individual achievements on an ongoing basis.
- Develop interesting stories and provide them to the media on an ongoing basis to encourage coverage.
- Include all media in electronic newsletters, e-mail blasts, and other communication.

A good working relationship with the media will maximize the chance of generating first-rate publicity. It is important to be aware of media protocol and the requirements and deadlines of media contacts. Journalists are more likely to work with someone who respects their needs and schedules. Some simple rules to follow are:

- Do not contact a daily newspaper reporter after 5 p.m. unless it involves breaking news.
- Know that local television sports news producers rarely arrive at work before noon.
- Find out what type of artwork or other information is needed prior to sending it.
- Understand the difference between long-lead media (monthly magazines) and short-lead media (daily newspapers, television, and radio stations).
- Use e-mail to contact the media whenever possible.
- Communicate only important and pertinent information to the media. Too much information can be a negative.
- Follow up with media in a timely fashion regarding event and program results.
- Most media members are looking for a new angle to cover the event or program to differentiate themselves from their competition. Human interest stories are of value whenever available.
- Thank the media for their coverage of the event and/or program.

Word of mouth is a part of public relations. Work to provide high-quality events and programs along with prompt, accurate, and consistent information to generate positive remarks from participants. Image is also important. Maintain all CTA facilities, and keep the courts and grounds neat and clean. Have attractive signage. Participate in local festivals and other special events, and become an integral part of the community the CTA serves.

CTAs are in the tennis business. However, like most businesses, they are also in the customer service business. Below are five items that help keep public relations in good stead:

- Make staff or key volunteers easy to contact.
- Return phone calls and e-mails promptly.
- Keep the website up to date.
- Strive to provide consistent information
- Develop a marketing plan and update the plan regularly.

USTA Awards and the Community Tennis Development Workshop

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Community Tennis Development Awards

The USTA Community Tennis Association of the Year Award and Eve Kraft Community Service Award are two prestigious awards given out at the annual USTA Community Tennis Development Workshop (CTDW). The application process for both awards now has a rolling deadline. Applications will be available all year and accepted all year. May 1 is the deadline for applications wanting to be considered for the current year's award. To submit an application, go to www.usta.com/cta and click on "CTA of the Year" or "Eve Kraft Award".



Community Tennis Association of the Year

The CTA of the Year Award honors a Community Tennis Association for outstanding service rendered in growing and developing the sport of tennis in its community.

■ **Eligibility** – A USTA CTA defined as: "Any incorporated, geographically defined, not-for-profit, volunteer-based tennis organization that supports or provides programs, which promote and develop the growth of tennis." All CTAs nominated must be registered with the USTA and be a current USTA organization member.

■ **Criteria** – Criteria include: CTA history, strong leadership, mission statement, strategic plan, organization structure, program offerings, volunteer recruitment, community relationships, fundraising, marketing and PR plans, staff positions, and special recognitions. See the application for more detail.

■ **Selection Process** – Applications are sent to USTA sections, districts, and CTAs. The application must first go to the respective USTA section office. The USTA section office then selects one CTA to submit to USTA national. USTA national subsequently selects one CTA of the Year recipient.

Eve Kraft Community Service Award

The Eve F. Kraft Community Service Award is given to individuals who perpetuate Kraft's mission to bring the game of tennis to everyone who wants to play. Kraft was a tennis pioneer who touched people's lives both on and off of the tennis court. As a teacher, coach, author, USTA staff member, and volunteer, Kraft was a lifelong champion of recreational tennis in the United States until her death in 1999. She introduced thousands of young people to the game of tennis, particularly in disadvantaged communities.

■ **Eligibility** – The Eve Kraft USTA Community Service Award honors volunteer tennis leaders for significant contributions made to tennis development in their respective communities. Nominations must cover the following areas: description of tennis programs in the community, USTA programs implemented, depth of involvement, innovative programming ideas, ability to inspire and motivate others, impact of the program(s) on the community, involvement with other civic organizations, and association with the USTA section/district.

■ **Criteria** – Persons who have made significant contributions over a long period of time to tennis development in their communities. Candidates must have at least four consecutive seasons of actual "hands-on" field work in the community and must be nominated by two people familiar with their work.

■ **Selection Process** – Applications are sent by the USTA to section offices for distribution to leaders of the USTA NJTL programs, CTAs, and parks and recreation departments. Applications are returned to the USTA office before the USTA CTA Committee selects the recipients. The goal is to give the Eve Kraft Award to the most outstanding volunteer of the year.

The USTA also offers other National awards that CTAs and CTA leaders may be eligible to apply for:

■ **Member Organization of the Year Award** – Given to an Member organization that shows excellent service to the tennis community, service to its members through junior and adult programs, and historical perspective.

■ **NJTL of the Year Award** – Given to an NJTL Chapter with a high quality of on-court program, quality of management structure, interaction with the local parks and recreation department, support of the local business community, and ability to raise and administer funding.

■ **Junior Team Tennis National Organizer of the Year Award** – Given to an individual who positively influences children's lives and substantially makes an impact on his or her community

■ **Adaptive Tennis National Community Service Award** – Given to a program or program leader that has demonstrated continued excellence, dedication and service in tennis for an adaptive tennis community.

For a full listing of USTA Awards visit: www.usta.com/About-USTA/USTA-Awards/USTA%20Awards

Community Tennis Development Workshop (CTDW)

The USTA Community Tennis Development Workshop is the largest annual gathering of CTA/NJTTL leaders in the country. Attendees will enjoy top-notch sessions led by specialists in their field and networking opportunities with more than 700 grass-roots community tennis leaders from across the country. We encourage you to plan to send representative(s) from your local organization to the annual gathering.

Visit the USTA's online Learning Resource Center (<http://ustauniversityonline.learn.com/ctdw>), where you will find speaker presentations and handouts offered at the previous workshop. For more information on the CTDW, please visit www.usta.com/ctdw.

CTDW Scholarships

To increase the scope of the CTDW, scholarships are offered to outstanding community tennis leaders from across the country who otherwise could not afford to attend. Every CTA will be notified when we start the application process. For more information on the CTDW scholarship process please visit www.usta.com/cta.

Notes

Appendixes

A Resources for Not-for-Profit Organizations

NATIONAL PHILANTHROPY AND NONPROFIT RESOURCES

America's Promise

www.americaspromise.org

Information and updates from America's Promise—Alliance for Youth, the organization launched at the President's Summit on America's Future.

The Giving Institute

www.aafr.org

At this site, you'll find highlights of The Giving Institute's annual "Giving USA" report, which provides an overall snapshot of U.S. giving from all sources.

American Philanthropy Review

www.charitychannel.com

A site featuring reviews of periodicals, books, and software on fundraising, written by volunteers in the fundraising field. You can also sign up for e-mail discussion forums on nonprofits and philanthropy.

Association of Fundraising Professionals

www.afpnet.org

AFP, an association of professionals throughout the world, advances philanthropy by enabling people and organizations to practice ethical and effective fundraising. The core activities through which AFP fulfills this mission include education, training, mentoring, research, credentialing and advocacy.

Community Wealth

www.communitywealth.org

This site aims to be a centralized, online resource and dialogue about "community wealth," highlighting innovative approaches to building communities in ways that blur the traditional lines between nonprofit and for-profit efforts.

Council on Foundations

www.cof.org

Association of foundations and corporations that serves the public good by promoting and enhancing effective and responsible philanthropy.

Forum of Regional Associations of Grantmakers

www.givingforum.org

This is an extremely helpful website providing information on efforts to strengthen philanthropy nationally and regionally.

The Foundation Center

www.foundationcenter.org

The mission of the Foundation Center is to foster public understanding of the foundation field by collecting, organizing, analyzing, and disseminating information on foundations, corporate giving, and related subjects for grant-seekers, grant-makers, researchers, policy-makers, the media, and the general public.

The Grantsmanship Center

www.tgci.com

This site lists new grant announcements daily from the federal government's online Federal Register.

GuideStar

www.guidestar.org

This site offers the largest-ever online posting of nonprofits' informational tax returns in an easy-to-use searchable database. Produced by Philanthropic Research, Inc., GuideStar's mission is to help improve the effectiveness of the nonprofit sector through the collection and presentation of comprehensive information about nonprofits.

Network for Good

www.networkforgood.org

Produced by the AOL Foundation with the Benton Foundation, this site bills itself as an easy-to-use, one-stop resource for giving and volunteering. The site allows you to search the GuideStar nonprofit database, search for volunteer opportunities by zip code, access a nonprofit technology tool kit, and much more.

Independent Sector

www.independentsector.org

A national forum to encourage giving, volunteering, not-for-profit initiative, and citizen action.

BoardSource

www.boardsource.org

BoardSource is dedicated to increasing the effectiveness of nonprofit organizations by strengthening their boards of directors.

The Nonprofit Center

www.nonprofitcenter.com

Bob Harris has 25+ years experience with associations, chambers and other nonprofits. One of the primary goals of this website, is to provide Associations, Chambers and other organizations with useful, reusable documentation, at NO CHARGE. In addition to the downloadable resources, there is also an online education section, professional references, a weblog, a discussion board for site users to collaborate and ask questions and a photo gallery for downloadable photos of Bob. You can also use the search box contained above the left side navigation to easily type in a search query to find any page or document on the website.

MENTOR: The National Mentoring Partnership

www.mentoring.org

This website by One to One (The National Mentoring Partnership) offers helpful information and research on mentoring.

The Philanthropic Initiative, Inc.

www.tpi.org

The Philanthropic Initiative, Inc. is a Boston-based, not-for-profit organization offering philanthropic design and management services to corporations, foundations, individuals, and families.

Nolo

www.nolo.com

This site is the nation's leading provider of self-help legal books, software, and web-based information and tools.

AIDS FOR RESEARCHING AND IDENTIFYING GRANT-MAKING ORGANIZATIONS AND FOUNDATIONS

Council on Foundations

www.cof.org

Links to many major foundations, plus resources for grant-makers and nonprofits.

The Foundation Center

www.foundationcenter.org

The Foundation Center is an independent nonprofit information clearinghouse that collects, organizes, analyzes, and disseminates information on foundations, corporate giving, and related subjects.

FundsNet Services.com

www.fundsnetsservices.com

Sections and links include nonprofit, Latino, education, employment, local links, scholarships, search engines, and government resources.

The Chronicle of Philanthropy

www.philanthropy.com

Deadlines for current and upcoming grants in many different categories, from the Chronicle of Philanthropy.

The Grantsmanship Center

www.tgci.com

The nonprofit sector's leading source of training and funding information.

Grant Writing Links

www.grantwriters.com

More listings and links.

Philanthropy Journal

www.philanthropyjournal.org

A free biweekly newsletter bringing you important news about nonprofits and philanthropy.

GOVERNMENT SOURCES

Federal Legislative Information

<http://thomas.loc.gov>

You can find up-to-date information and track the status of the House and Senate bills at this site, link to congressional directories, and much more. The site lets you search for bills by bill number or keyword and look up their co-sponsors, floor actions to date, and other information.

Internal Revenue Service Information

<http://www.irs.ustreas.gov/charities/index.html>

The IRS website containing all types of information for tax-exempt organizations.

Nonprofit Gateway Network

www.nonprofit.gov

This site of the White House Office of Public Liaison gives nonprofits a central Internet location for getting information and services from federal agencies—more than 300,000 federal web pages in all.

State Information

www.politicalresources.com

This site provides links to 50 state secretaries of state websites. You may obtain more information on incorporation visiting these websites and will be able to download incorporation documents.

Forum of Regional Associations of Grantmakers

www.givingforum.org

This is an extremely informative site. To find state-specific data, go to the Regional Association Locator, which has links and contact information for each state's grantmakers.

NONPROFIT NEWSPAPERS ONLINE

Chronicle of Philanthropy Online

<http://philanthropy.com>

The web version of The Chronicle of Philanthropy, a biweekly national newspaper of philanthropy and nonprofit issues.

NonProfit Times Online

www.nptimes.com

The web version of The NonProfit Times, a monthly business publication for nonprofit management.

NATIONAL AND INTERNATIONAL SERVICE ORGANIZATIONS

Amateur Athletic Union (AAU)

www.aausports.org

P. O. Box 22409

Lake Buena Vista, FL 32830

Phone: (407) 934-7200

American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD)

www.aahperd.org

1900 Association Drive

Reston, VA 20191

Phone: (703) 476-3400; (800) 213-7193

Boys and Girls Clubs of America

www.bgca.org

1275 Peachtree Street, NE

Atlanta, GA 30309

Phone: (404) 487-5700

Boy Scouts of America

www.bsa.scouting.org

1325 Walnut Hill Lane

Irving, TX 75015

Phone: (972) 580-2204

Girl Scouts of the USA

www.girlscouts.org

420 Fifth Avenue

New York, NY 10018

Phone: (212) 852-8000; (800) 478-7248

Lions Club International

www.lionsclubs.org
300 W 22nd Street
Oak Brook, IL 60523
Phone: (630) 571-5466
Fax: (630) 571-8890

National Association of Police Athletic Leagues, Inc.

www.nationalpal.org
658 West Indiantown Road, Suite 201
Jupiter, FL 33458
Phone: (561) 745-5535
Fax: (561) 745-3147

National Congress of State Games

www.stategames.org
P.O. Box 7136
First Interstate Bank Building
401 North 31st Street, Room 620
Billings, MT 59103-7136
Phone: (406) 254-7426

National Federation of State High School Associations (NFSHSA)

www.nfhs.org
P. O. Box 690
Indianapolis, IN 46206
Phone: (317) 972-6900

National Senior Games Association

www.nsga.com
3032 Old Forge Drive
Baton Rouge, LA 70808
Phone: (225) 925-5678

Rotary International

www.rotary.org
One Rotary Center
Evanston, IL 60201
Phone: (847) 866-3000
Fax: (847) 328-8281

United States Junior Chamber of Commerce

www.usjaycees.org
100 Chesterfield Business Parkway,
Suite 200
Chesterfield, MO 63005
Phone: 636-681-1857
Fax: 636-681-1401

YMCA of the USA

www.ymca.com
101 North Wacker Drive
Chicago, IL 60606
Phone: (800) 872-9622
Fax: (312) 977-9063

YWCA of the USA

www.ywca.org
Empire State Building, Suite 301
350 Fifth Avenue
New York, NY 10118
Phone: (212) 273-7800
Fax: (212) 465-2281

SPECIAL EVENT MANAGEMENT RESOURCES

International Special Events Society

www.ises.com

401 N Michigan Ave, Suite 2200

Chicago, IL 60611

Phone: (800) 688-4737

Fax: (312) 673-6953

Special Events Magazine

www.specialevents.com

An international resource for event professionals, providing usable ideas, products, and services for the art and science of event production.

Special Event Site

www.specialeventsite.com

An Internet directory for event professionals.

Special Event Management Books:

- Judy Allen, *Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, and Other Special Events* (John Wiley & Sons, 2000).
- Patti Coons and Lois M. Baron, *Gala: The Special Events Planner for Professionals and Volunteers* (Capital Books, 1999).
- Harry A. Freedman and Karen Feldman Smith, *Black Tie Optional: The Ultimate Guide to Planning and Producing Successful Special Events* (Fund Raising Institute, 1994).
- Joe Jeff Goldblatt, *Special Events: The Art and Science of Modern Event Management* (John Wiley & Sons, 1997).
- Joe Jeff Goldblatt and Frank Supovitz, *Dollars and Events: How to Succeed in the Special Events Business* (Pineapple Press, 1998).
- Cindy R. Kaitcer, *Raising Big Bucks: The Complete Guide to Producing Pledge-Based Special Events* (Bonus Books, 1996).
- Barbara R. Levy and Barbara H. Marion, *Successful Special Events: Planning, Hosting, and Evaluating* (Aspen Publishers, 1997).
- Ian McDonnell, Johnny Allen, and William O'Toole, *Festival and Special Event Management* (John Wiley & Sons, 1999).
- Steven Wood Schmader and Robert Jackson, *Special Events: Inside and Out* (Sagamore Publishing, 1997).
- William F. Stier, Jr., *Fundraising for Sport and Recreation* (Human Kinetics, 1994)
- ———, *More Fantastic Fundraisers for Sport and Recreation: 70 Step-by-Step Plans* (Human Kinetics, 1997).
- Alan L. Wendroff, *Special Events: Proven Strategies for Nonprofit Fundraising with Disk* (John Wiley & Sons, 1999).

ALLIED ORGANIZATIONS

American Sports Builders Association

(formerly U.S. Tennis Court and Track Builders Association)

www.sportsbuilders.org

8480 Baltimore National Pike, #307

Ellicott City, MD 21043

Phone: (866) 501-ASBA(2722)

Fax: (410) 730-8833

American Tennis Association (ATA)

www.atanational.com

9701 Apollo Drive, Suite 301

Largo, MD 20774

Phone: (240) 487-5953

ATP World Tour

www.atptennis.com

201 ATP Tour Boulevard

Ponte Vedra Beach, FL 32082

Phone: (904) 285-8000

Fax: (904) 285-5966

Gay & Lesbian Tennis Alliance (GLTA)

www.glta.net

Intercollegiate Tennis Association (ITA)

www.itatennis.com

174 Tamarack Circle

Skillman, NJ 08558

Phone: (609) 497-6920

Fax: (609) 497-9766

International Health, Racquet, and Sportsclub Association (IHRSA)

www.ihrsa.org

70 Fargo Street

Boston, MA 02210

Phone: (617) 951-0055; (800) 228-4772

Fax: (617) 951-0056

National Intramural Recreational Sports Association (NIRSA)

www.nirsa.org

4185 SW Research Way

Corvallis, OR 97333-1067

Phone: (541) 766-8211

Fax: (541) 766-8284

National Recreation and Park Association (NRPA)

www.nrpa.org

22377 Belmont Ridge Road

Ashburn, VA 20148

Phone: (703) 858-0784

Fax: (703) 858-0794

President's Council on Physical Fitness & Sports

www.fitness.gov

1101 Wootton Parkway, Suite 560

Rockville, MD 20852

Phone: (240) 276-9567

Fax: (240) 276-9860

Professional Tennis Registry (PTR)

www.ptrtennis.org

P.O. Box 4739

Hilton Head, SC 29938

Phone: (800) 421-6289

Phone: (843) 785-7244

Fax: (843) 686-2033

Special Olympics International

www.specialolympics.org

International Headquarters

1133 19th Street, NW

Washington, DC 20036

Phone: (202) 628-3630

Fax: (202) 824-0200

Tennis Industry Association (TIA)

www.tennisindustry.org
117 Executive Center
1 Corpus Christie Place
Hilton Head Island, SC 29928
Phone: (843) 686-3036
Toll Free: (866) 686-3036
Fax: (843) 686-3036

United States Olympic Committee (USOC)

www.usoc.org
P.O. Box 7010
Albert Lea, MN 56007
Phone: (888) 222-2313

United States Professional Tennis Association (USPTA)

www.uspta.org
3535 Briarpark Drive, Suite One
Houston, TX 77042
Phone: (713) 97-USPTA(87782)
Fax: (713) 978-7780

Women's Tennis Association (WTA)

www.wtatour.com
100 Second Ave. S., Suite 1100-S
St. Petersburg, FL 33701
Phone: (727) 895-5000
Fax: (727) 894-1982

World TeamTennis (WTT)

www.worldteamtennis.com
1776 Broadway, Suite 600
New York, NY 10019
Phone: (212) 586-3444
Fax: (212) 586-6277



Articles of Incorporation Template

ARTICLES OF INCORPORATION OF

A NON-PROFIT CORPORATION

The undersigned incorporator(s), in order to form a non-profit corporation under the laws of the state of _____, adopt the following Articles of Incorporation:

ONE: The name of this corporation is _____.

TWO: The name and address of the registered agent of this corporation are:

_____.
_____.
_____.

THREE: The specific purposes for which this corporation is organized are _____.

This corporation is organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code.

FOUR: The number of initial directors of this corporation is _____. Their names and address are as follows:

_____.
_____.
_____.
_____.
_____.
_____.

FIVE: The name(s) and address(es) of the incorporator(s) of this corporation is (are):

_____.
_____.
_____.
_____.
_____.
_____.

SIX: The period of duration of this corporation is perpetual.

SEVEN: The classes, rights, privileges, qualifications, and obligations of members of this corporation are as follows:

This corporation shall have one class of membership. Any person shall be qualified to become a member upon payment of the initial dues, if any, fixed by the board of directors and shall continue as a member upon paying the annual dues, if any, fixed by the board of directors. The method and time of payment of dues shall be determined, and may be changed, from time to time, by the board of directors. Additional provisions specifying the rights and obligations of members shall be contained in the Bylaws of this corporation pursuant to, and in accordance with, the laws of this state.

EIGHT: Any additional provisions for the operation of the corporation are as follows:

Upon the dissolution of this corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code or shall be distributed to the federal government, or to a state or local government, for a public purpose.

No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation (except as otherwise provided by Section 501(h) of the Internal Revenue Code), and this corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office.

No part of the net earnings of this corporation shall inure to the benefit of, or be distributable to, its members, directors, officers, or other private persons, except that this corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in these Articles.

Notwithstanding any other provision of these Articles, this corporation shall not carry on any other activities not permitted to be carried on (1) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code or (2) by a corporation contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

In any taxable year in which this corporation is a private foundation as described in Section 509(a) of the Internal Revenue Code, the corporation 1) shall distribute its income for said period at such time and manner as not to subject it to tax under Section 4942 of the Internal Revenue Code; 2) shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; 3) shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code; 4) shall not make any investments in such manner as to subject the corporation to tax under Section 4944 of the Internal Revenue Code; and 5) shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

The undersigned incorporators hereby declare under penalty of perjury that the statements made in the foregoing Articles of Incorporation are true.

Dated: _____

, Incorporator

, Incorporator



Sample Bylaws

Sample 1

BYLAWS OF

Article 1 OFFICES

SECTION 1. PRINCIPAL OFFICE

The principal office of the corporation is located in _____ County, State of _____.

SECTION 2. CHANGE OF ADDRESS

The designation of the county or state of the corporation's principal office may be changed by amendment of these Bylaws. The board of directors may change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed, nor require, an amendment of these Bylaws:

_____. Dated: _____, 19__
_____. Dated: _____, 19__
_____. Dated: _____, 19__

SECTION 3. OTHER OFFICES

The corporation may also have offices at such other places, within or without its state of incorporation, where it is qualified to do business, as its business and activities may require, and as the board of directors may, from time to time, designate.

Article 2 NONPROFIT PURPOSES

SECTION 1. IRC SECTION 501(c)(3) PURPOSES

This corporation is organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code.

Section 2. SPECIFIC OBJECTIVES AND PURPOSES

The specific objectives and purposes of this corporation shall be: _____.

Article 3 DIRECTORS

SECTION 1. NUMBER

The corporation shall have _____ directors and collectively they shall be known as the board of directors.

SECTION 2. QUALIFICATIONS

Directors shall be of the age of majority in this state. Other qualifications for directors of this corporation shall be as follows: _____.

SECTION 3. POWERS

Subject to the provisions of the laws of this state and any limitations in the Articles of Incorporation and these Bylaws relating to action required or permitted to be taken or approved by the members, if any, of this corporation, the activities and affairs of this corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the board of directors.

SECTION 4. DUTIES

It shall be the duty of the directors to:

- (a) Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation, or by these Bylaws;
- (b) Appoint and remove, employ and discharge, and, except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all officers, agents and employees of the corporation;
- (c) Supervise all officers, agents and employees of the corporation to assure that their duties are performed properly;
- (d) Meet at such times and places as required by these Bylaws;
- (e) Register their addresses with the secretary of the corporation, and notices of meetings mailed or telegraphed to them at such addresses shall be valid notices thereof.

SECTION 5. TERM OF OFFICE

Each director shall hold office for a period of _____ and until his or her successor is elected and qualifies.

SECTION 6. COMPENSATION

Directors shall serve without compensation except that a reasonable fee may be paid to directors for attending regular and special meetings of the board. In addition, they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their duties.

SECTION 7. PLACE OF MEETINGS

Meetings shall be held at the principal office of the corporation unless otherwise provided by the board or at such other place as may be designated from time to time by resolution of the board of directors.

SECTION 8. REGULAR MEETINGS

Regular meetings of directors shall be held on _____ at _____, unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next business day.

If this corporation makes no provision for members, then, at the regular meeting of directors held on _____, directors shall be elected by the board of directors. Voting for the election of directors shall be by written ballot. Each director shall cast one vote per candidate, and may vote for as many candidates as the number of candidates to be elected to the board. The candidates receiving the highest number of votes up to the number of directors to be elected shall be elected to serve on the board.

SECTION 9. SPECIAL MEETINGS

Special meetings of the board of directors may be called by the chairperson of the board, the president, the vice president, the secretary, by any two directors, or, if different, by the persons specifically authorized under the laws of this state to call special meetings of the board. Such meetings shall be held at the principal office of the corporation or, if different, at the place designated by the person or persons calling the special meeting.

SECTION 10. NOTICE OF MEETINGS

Unless otherwise provided by the Articles of Incorporation, these Bylaws, or provisions of law, the following provisions shall govern the giving of notice for meetings of the board of directors:

(a) Regular Meetings. No notice need be given of any regular meeting of the board of directors.

(b) Special Meetings. At least one week prior notice shall be given by the secretary of the corporation to each director of each special meeting of the board. Such notice may be oral or written, may be given personally, by first class mail, by telephone, or by facsimile machine, and shall state the place, date and time of the meeting and the matters proposed to be acted upon at the meeting. In the case of facsimile notification, the director to be contacted shall acknowledge personal receipt of the facsimile notice by a return message or telephone call within 24 hours of the first facsimile transmission.

(c) Waiver of Notice. Whenever any notice of a meeting is required to be given to any director of this corporation under provisions of the Articles of Incorporation, these Bylaws, or the law of this state, a waiver of notice in writing signed by the director, whether before or after the time of the meeting, shall be equivalent to the giving of such notice.

SECTION 11. QUORUM FOR MEETINGS

A quorum shall consist of _____ of the members of the board of directors.

Except as otherwise provided under the Articles of Incorporation, these Bylaws, or provisions of law, no business shall be considered by the board at any meeting at which the required quorum is not present, and the only motion which the chair shall entertain at such meeting is a motion to adjourn.

SECTION 12. MAJORITY ACTION AS BOARD ACTION

Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present is the act of the board of directors, unless the Articles of Incorporation, these Bylaws, or provisions of law require a greater percentage or different voting rules for approval of a matter by the board.

SECTION 13. CONDUCT OF MEETINGS

Meetings of the board of directors shall be presided over by the chairperson of the board, or, if no such person has been so designated or, in his or her absence, the president of the corporation or, in his or her absence, by the vice president of the corporation or, in the absence of each of these persons, by a chairperson chosen by a majority of the directors present at the meeting. The secretary of the corporation shall act as secretary of all meetings of the board, provided that, in his or her absence, the presiding officer shall appoint another person to act as secretary of the meeting.

Meetings shall be governed by _____, insofar as such rules are not inconsistent with or in conflict with the Articles of Incorporation, these Bylaws, or with provisions of law.

SECTION 14. VACANCIES

Vacancies on the board of directors shall exist (1) on the death, resignation or removal of any director, and (2) whenever the number of authorized directors is increased.

Any director may resign effective upon giving written notice to the chairperson of the board, the president, the secretary, or the board of directors, unless the notice specifies a later time for the effectiveness of such resignation. No director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs, except upon notice to the office of the attorney general or other appropriate agency of this state.

Directors may be removed from office, with or without cause, as permitted by and in accordance with the laws of this state.

Unless otherwise prohibited by the Articles of Incorporation, these Bylaws or provisions of law, vacancies on the board may be filled by approval of the board of directors. If the number of directors then in office is less than a quorum, a vacancy on the board may be filled by approval of a majority of the directors then in office or by a sole remaining director. A person elected to fill a vacancy on the board shall hold office until the next election of the board of directors or until his or her death, resignation or removal from office.

SECTION 15. NONLIABILITY OF DIRECTORS

The directors shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

SECTION 16. INDEMNIFICATION BY CORPORATION OF DIRECTORS AND OFFICERS

The directors and officers of the corporation shall be indemnified by the corporation to the fullest extent permissible under the laws of this state.

SECTION 17. INSURANCE FOR CORPORATE AGENTS

Except as may be otherwise provided under provisions of law, the board of directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a director, officer, employee or other agent of the corporation) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the Articles of Incorporation, these Bylaws or provisions of law.

Article 4 OFFICERS

SECTION 1. DESIGNATION OF OFFICERS

The officers of the corporation shall be a president, a vice president, a secretary, and a treasurer. The corporation may also have a chairperson of the board, one or more vice presidents, assistant secretaries, assistant treasurers, and other such officers with such titles as may be determined from time to time by the board of directors.

SECTION 2. QUALIFICATIONS

Any person may serve as officer of this corporation.

SECTION 3. ELECTION AND TERM OF OFFICE

Officers shall be elected by the board of directors, at any time, and each officer shall hold office until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

SECTION 4. REMOVAL AND RESIGNATION

Any officer may be removed, either with or without cause, by the board of directors, at any time. Any officer may resign at any time by giving written notice to the board of directors or to the president or secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this section shall be superseded by any conflicting terms of a contract which has been approved or ratified by the board of directors relating to the employment of any officer of the corporation.

SECTION 5. VACANCIES

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the board of directors. In the event of a vacancy in any office other than that of president, such vacancy may be filled temporarily by appointment by the president until such time as the board shall fill the vacancy. Vacancies occurring in offices of officers appointed at the discretion of the board may or may not be filled as the board shall determine.

SECTION 6. DUTIES OF PRESIDENT

The president shall be the chief executive officer of the corporation and shall, subject to the control of the board of directors, supervise and control the affairs of the corporation and the activities of the officers. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws, or which may be prescribed from time to time by the board of directors. Unless another person is specifically appointed as chairperson of the board of directors, the president shall preside at all meetings of the board of directors and, if this corporation has members, at all meetings of the members. Except as otherwise expressly provided by law, by the Articles of Incorporation, or by these Bylaws, he or she shall, in the name of the corporation, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the board of directors.

SECTION 7. DUTIES OF VICE PRESIDENT

In the absence of the president, or in the event of his or her inability or refusal to act, the vice president shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions on, the president. The vice president shall have other powers and perform such other duties as may be prescribed by law, by the Articles of Incorporation, or by these Bylaws, or as may be prescribed by the board of directors.

SECTION 8. DUTIES OF SECRETARY

The secretary shall:

Certify and keep at the principal office of the corporation the original, or a copy, of these Bylaws as amended or otherwise altered to date.

Keep at the principal office of the corporation or at such other place as the board may determine, a book of minutes of all meetings of the directors, and, if applicable, meetings of committees of directors and of members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the records and of the seal of the corporation and affix the seal, as authorized by law or the provisions of these Bylaws, to duly executed documents of the corporation.

Keep at the principal office of the corporation a membership book containing the name and address of each and any members, and, in the case where any membership has been terminated, he or she shall record such fact in the membership book together with the date on which such membership ceased.

Exhibit at all reasonable times to any director of the corporation, or to his or her agent or attorney, on request therefor, the Bylaws, the membership book, and the minutes of the proceedings of the directors of the corporation.

In general, perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws, or which may be assigned to him or her from time to time by the board of directors.

SECTION 9. DUTIES OF TREASURER

The treasurer shall:

Have charge and custody of, and be responsible for, all funds and securities of the corporation, and deposit all such funds in the name of the corporation in such banks, trust companies, or other depositories as shall be selected by the board of directors.

Receive, and give receipt for, monies due and payable to the corporation from any source whatsoever.

Disburse, or cause to be disbursed, the funds of the corporation as may be directed by the board of directors, taking proper vouchers for such disbursements.

Keep and maintain adequate and correct accounts of the corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses.

Exhibit at all reasonable times the books of account and financial records to any director of the corporation, or to his or her agent or attorney, on request therefor.

Render to the president and directors, whenever requested, an account of any or all of his or her transactions as treasurer and of the financial condition of the corporation.

Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports.

In general, perform all duties incident to the office of treasurer and such other duties as may be required by law, by the Articles of Incorporation of the corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the board of directors.

SECTION 10. COMPENSATION

The salaries of the officers, if any, shall be fixed from time to time by resolution of the board of directors. In all cases, any salaries received by officers of this corporation shall be reasonable and given in return for services actually rendered to or for the corporation.

Article 5 COMMITTEES

SECTION 1. EXECUTIVE COMMITTEE

The board of directors may, by a majority vote of its members, designate an executive committee consisting of _____ board members and may delegate to such committee the powers and authority of the board in the management of the business and affairs of the corporation, to the extent permitted, and except as may otherwise be provided, by provisions of law.

By a majority vote of its members, the board may at any time revoke or modify any or all of the executive committee authority so delegated, increase or decrease but not below two (2) the number of the members of the executive committee, and fill vacancies on the executive committee from the members of the board. The executive committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the board from time to time as the board may require.

SECTION 2. OTHER COMMITTEES

The corporation shall have such other committees as may from time to time be designated by resolution of the board of directors. These committees may consist of persons who are not also members of the board and shall act in an advisory capacity to the board.

SECTION 3. MEETINGS AND ACTION OF COMMITTEES

Meetings and action of committees shall be governed by, noticed, held and taken in accordance with the provisions of these Bylaws concerning meetings of the board of directors, with such changes in the context of such Bylaw provisions as are necessary to substitute the committee and its members for the board of directors and its members, except that the time for regular and special meetings of committees may be fixed by resolution of the board of directors or by the committee. The board of directors may also adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these Bylaws.

Article 6

EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS

SECTION 1. EXECUTION OF INSTRUMENTS

The board of directors, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

SECTION 2. CHECKS AND NOTES

Except as otherwise specifically determined by resolution of the board of directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the corporation shall be signed by the treasurer and countersigned by the president of the corporation.

SECTION 3. DEPOSITS

All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the board of directors may select.

SECTION 4. GIFTS

The board of directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the nonprofit purposes of this corporation.

Article 7

CORPORATE RECORDS, REPORTS AND SEAL

SECTION 1. MAINTENANCE OF CORPORATE RECORDS

The corporation shall keep at its principal office:

(a) Minutes of all meetings of directors, committees of the board and, if this corporation has members, of all meetings of members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;

(b) Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and losses;

(c) A record of its members, if any, indicating their names and addresses and, if applicable, the class of membership held by each member and the termination date of any membership;

(d) A copy of the corporation's Articles of Incorporation and Bylaws as amended to date, which shall be open to inspection by the members, if any, of the corporation at all reasonable times during office hours.

SECTION 2. CORPORATE SEAL

The board of directors may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the principal office of the corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

SECTION 3. DIRECTORS' INSPECTION RIGHTS

Every director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the corporation and shall have such other rights to inspect the books, records, and properties of this corporation as may be required under the Articles of Incorporation, other provisions of these Bylaws, and provisions of law.

SECTION 4. MEMBERS' INSPECTION RIGHTS

If this corporation has any members, then each and every member shall have the following inspection rights, for a purpose reasonably related to such person's interest as a member:

(a) To inspect and copy the record of all members' names, addresses and voting rights, at reasonable times, upon written demand on the secretary of the corporation, which demand shall state the purpose for which the inspection rights are requested.

(b) To obtain from the secretary of the corporation, upon written demand on, and payment of a reasonable charge to, the secretary of the corporation, a list of the names, addresses and voting rights of those members entitled to vote for the election of directors as of the most recent record date for which the list has been compiled or as of the date specified by the member subsequent to the date of demand. The demand shall state the purpose for which the list is requested. The membership list shall be made within a reasonable time after the demand is received by the secretary of the corporation or after the date specified therein as of which the list is to be compiled.

(c) To inspect at any reasonable time the books, records, or minutes of proceedings of the members or of the board or committees of the board, upon written demand on the secretary of the corporation by the member, for a purpose reasonably related to such person's interests as a member.

Members shall have such other rights to inspect the books, records and properties of this corporation as may be required under the Articles of Incorporation, other provisions of these Bylaws, and provisions of law.

SECTION 5. RIGHT TO COPY AND MAKE EXTRACTS

Any inspection under the provisions of this Article may be made in person or by agent or attorney and the right to inspection shall include the right to copy and make extracts.

SECTION 6. PERIODIC REPORT

The board shall cause any annual or periodic report required under law to be prepared and delivered to an office of this state or to the members, if any, of this corporation, to be so prepared and delivered within the time limits set by law.

Article 8

IRC 501(c)(3) TAX EXEMPTION PROVISIONS

SECTION 1. LIMITATIONS ON ACTIVITIES

No substantial part of the activities of this corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation (except as otherwise provided by Section 501(h) of the Internal Revenue Code), and this corporation shall not participate in, or intervene (including the publishing or distribution of statements) in any political campaign on behalf of, or in opposition to, any candidate for public office.

Notwithstanding any other provisions of these Bylaws, this corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

SECTION 2. PROHIBITION AGAINST PRIVATE INUREMENT

No part of the net earnings of this corporation shall inure to the benefit of, or be distributable to, its members, directors or trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of this corporation.

SECTION 3. DISTRIBUTION OF ASSETS

Upon the dissolution of this corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed for one or more exempt purposes within the meaning of Section 510(c)(3) of the Internal Revenue Code or shall be distributed to the federal government, or to a state or local government, for a public purpose. Such distribution shall be made in accordance with all applicable provisions of the laws of this state.

SECTION 4. PRIVATE FOUNDATION REQUIREMENTS AND RESTRICTIONS

In any taxable year in which this corporation is a private foundation as described in Section 509(a) of the Internal Revenue Code, the corporation 1) shall distribute its income for said period at such time and manner as not to subject it to tax under Section 4942 of the Internal Revenue Code; 2) shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; 3) shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code; 4) shall not make any investments in such manner as to subject the corporation to tax under Section 4944 of the Internal Revenue Code; and 5) shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

Article 9

AMENDMENT OF BYLAWS

SECTION 1. AMENDMENT

Subject to the power of the members, if any, of this corporation to adopt, amend, or repeal the Bylaws of this corporation and except as may otherwise be specified under provisions of law, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted by approval of the board of directors.

Article 10

CONSTRUCTION AND TERMS

If there is any conflict between the provisions of these Bylaws and the Articles of Incorporation of this corporation, the provisions of the Articles of Incorporation shall govern.

Should any of the provisions or portions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions and portions of these Bylaws shall be unaffected by such holding.

All references in these Bylaws to the Articles of Incorporation shall be to the Articles of Incorporation, Articles of Organization, Certificate of Incorporation, Organizational Charter, Corporate Charter, or other founding document of this corporation filed with an office of this state and used to establish the legal existence of this corporation.

All references in these Bylaws to a section or sections of the Internal Revenue Code shall be to such sections of the Internal Revenue Code of 1986 as amended from time to time, or to corresponding provisions of any future federal tax code.

ADOPTION OF BYLAWS

We, the undersigned, are all of the initial directors or incorporators of this corporation, and we consent to, and hereby do, adopt the foregoing Bylaws, consisting of _____ preceding pages, as the Bylaws of this corporation.

Dated: _____

Sample 2**BYLAWS****Article I.****NAME**

The name of the corporation shall be “The Community Tennis Association of _____, Inc., a member organization of the United States Tennis Association, Inc.”

Article II.**PRINCIPAL PLACE OF BUSINESS**

The principal office of this corporation shall be located at _____.

Article III.**PURPOSE**

The purpose is to promote the development of tennis as a means of healthful recreation and physical fitness for all (town)_____ residents, and to cooperate with the United States Tennis Association and other associations in the pursuit of these aims.

Article IV.**MEMBERSHIP**

Membership shall be open to all residents of (town)_____ upon payment of such dues as may be fixed by the board of directors from time to time.

Article V.**BOARD OF DIRECTORS****Section 1. General Powers.**

The property, affairs and business of the corporation shall be managed and controlled and all corporate powers shall be exercised by or under the authority of the board of directors.

Section 2. Composition.

The board of directors of the corporation shall consist initially of five directors. The number of directors may be increased or decreased from time to time by the board, but shall not be less than three nor more than 21. The directors shall be elected annually at the annual meeting of the board of directors. Each director shall hold office until the next annual meeting of the board of directors and until his successor shall be elected and qualified, unless prior thereto he dies, resigns, or is removed from office.

Section 3. Meetings.

The board of directors may hold its meetings either within or outside the state of _____. The annual meeting of the board of directors shall be held at such time and place within ten days of the first week in February in each year, or on such other date as may be designated by the board

of directors, for the purposes set forth in these Bylaws and for the transaction of such other business as may come before the meeting, as shall be designated in the notice of the meeting, which shall be given at least seven days, but not more than 21 days before the meeting.

Special meetings of the board of directors shall be held at such time and place as shall be designated in the notice of the meeting whenever called by the president or by a majority of the directors then in office. Such notice shall be given by the Secretary or, in his absence, any other officer of the corporation, at least seven days, but not more than 14 days, before the meeting. Unless otherwise stated in such notice, any and all business may be transacted at any meeting without specification of such business or the purpose or purposes of the meeting therein.

Section 4. Quorum.

Except as otherwise provided by law, the articles of Incorporation, or Bylaws of the corporation, one-third of the number of members of the board of directors at the time in office shall constitute a quorum for the transaction of business. If there shall be fewer than a quorum present at any meeting of the board of directors, a majority of those present may adjourn the meeting from time to time by an announcement thereat, and the meeting may be held as adjourned without further notice.

Section 5. Voting.

Except as otherwise provided by law, the Articles of Incorporation, or Bylaws of the corporation, the affirmative vote of a majority of the directors at any meeting at which a quorum is present shall decide any question brought before such meeting.

Section 6. Vacancies.

Vacancies among directors and newly created directorships shall be filled by vote of the board of directors. A director so elected shall hold office until the next annual meeting of the board of directors and until his successor is duly elected and qualified.

Section 7. Informal Action.

Any action required to be taken at a meeting of the board of directors, or any action which may be taken at a meeting of the board of directors, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all the directors.

Section 8. Removal.

Any director may be removed at any time for cause by the board of directors at any meeting.

Article VI.

Section I. Special Committees.

The board of directors may from time to time designate and appoint one or more special committees with such powers and duties as the board of directors may determine. At least one of each such committee shall be a member of the board of directors. Such committees may have as advisors persons who are not directors, officers or employees of the corporation.

Article VII. OFFICERS

Section 1. Officers.

The officers of the corporation shall be a president, one or more vice presidents, a treasurer, a secretary, and such other officers as may be elected or appointed in accordance with the provisions of this Article. The board of directors may elect or appoint such other officers as it shall deem desirable. Each officer of the corporation shall have such authority, shall perform such duties and shall hold office for such term as may be prescribed by these Bylaws or by the board of directors. Any person may hold two or more offices at one time, except the offices of president and secretary, provided the duties thereof can be consistently performed by the same person. The person elected as president shall be a member of the board of directors.

Section 2. Election and Term of Office.

The officers of the corporation shall be elected annually by the board of directors at the annual meeting of the board. New offices may be created and filled at any meeting of the board of directors. Each officer shall hold office until the next annual meeting of the board of directors and until his successor shall have been elected and qualified.

Section 3. President.

The president shall be the chief executive officer of the corporation and, subject to the provisions by the Bylaws and to the direction of the board of directors, shall have the general management and control of the affairs of the corporation, shall preside at all meeting of the board of directors, and shall perform all other duties and enjoy all other powers commonly incident to his office or which may be prescribed by the board of directors or which are or may at any time be authorized or required by law.

Section 4. Vice-President.

Each vice president shall perform such duties as from time to time may be assigned to him by the board of directors. In the absence of the president or in the event of his or her inability to act, the vice president so designated by the board of directors shall perform the duties of the president, and when so acting, shall have all the powers of and be subject to all of the restrictions upon the president.

Section 5. Treasurer.

Subject to the direction of the board of directors, the treasurer shall have charge and custody of and shall receive and disburse the funds of the corporation. When necessary or proper, he or she shall endorse on behalf of the corporation for collection checks, notes, and other obligations, and shall deposit all funds of the corporation in such banks or other depositories as may be designated by the board of directors. Subject to the direction of the board of directors, he or she shall perform all other duties and enjoy all other powers commonly incident to his or her office or as from time to time may be assigned to him or her by the board of directors.

In the absence of the treasurer or in the event of his inability to act, the president may appoint an assistant treasurer to act temporarily in his place. The board of directors may require the treasurer or any assistant treasurer to be bonded for the faithful discharge of duties in such sums and with such surety or sureties as the board of directors may determine.

Section 6. Secretary.

The secretary shall keep the minutes of the meetings of the board of directors and shall be responsible for the custody of all such minutes. Subject to the direction of the board of directors, the secretary shall have custody of the documents of the corporation. He or she shall give notice of meetings and, subject to the direction of the board of directors, shall perform all other duties and enjoy all other powers commonly incident to his office or as may from time to time be assigned to him by the board of directors.

In the absence of the secretary or in the event of his inability to act, the president may appoint an assistant secretary to act temporarily in his place.

Article VIII. RESIGNATIONS, REMOVALS AND VACANCIES

Section 1. Resignations.

Any director, officer, employee, or agent of the corporation or any member of any committee may resign at any time by giving written notice to the board of directors, to the president, or to the secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later time specified therein, and the acceptance of such resignation shall not be necessary to make it effective unless otherwise provided therein.

Section 2. Removal.

Any officer, employee, or agent of the corporation may be removed by the board of directors whenever in its judgment the best interests of the corporation will be served thereby.

Section 3. Vacancies.

Any vacancy in the office of any officer arising from death, resignation, removal, or other cause may be filled at any time by the board of directors at any meeting, and the officer so elected shall hold office until the next annual meeting of the board of directors and until his successor shall have been elected and qualified.

Any vacancy in the board of directors and any additional membership on the board of directors resulting from an increase in the number of directors may be filled at any time by the affirmative vote of a majority of the then remaining directors, though less than a quorum of the board, at any meeting, and the person so elected shall hold office until the next annual meeting of the members.

Article IX. MISCELLANEOUS.

Section 1. Contracts, etc.

Except as otherwise provided by law or the Bylaws, such officer or officers, employee or employees, or agent or agents of the Corporation as shall be specified by the board of directors shall sign, in the name and on behalf of the corporation, all deeds, bonds, contracts, leases, and other instruments or documents, the execution of which shall be authorized by the board of directors; and such authority may be general or confined to specific instances.

Section 2. Checks, Drafts, etc.

All checks, drafts, notes, bonds, bills of exchange or other orders, instruments, or obligations for the payment of money shall be signed by such officer or officers, employee or employees, or agent or agents of the corporation as shall be specified by the board of directors.

Section 3. Corporate Seal.

The corporate seal of the corporation shall be circular in form and shall have inscribed thereon the year of the corporation's organization and the words "Corporate Seal" and "State of _____".

Section 4. Fiscal Year.

The fiscal year of the corporation shall end on the last day of December.

Section 5. Notices and Waivers Thereof.

Whenever any notice is required by the Bylaws, by the Articles of Incorporation, or by any law to be given to any director or officer, such notice, except as otherwise provided by law, may be given personally or by telegram, cable, radiogram, or fax, addressed to such director or officer at his or her place of business, if any, or at such address as appears in the records of the corporation as the home address of the director or officer; or the notice may be given in writing by mail, in a sealed wrapper, postage prepaid, addressed to such director or officer at either of the above addresses. Any notice given by telegram, cable, radiogram, or fax shall be deemed to have been given when it shall have been delivered for transmission and any notice given by mail shall be deemed to have been given when it shall have been deposited in a post office, in a regularly maintained letter box or with a postal carrier. A waiver of any such notice in writing, signed by the person entitled to such notice, whether before or after the time of the action for which such notice is required, shall be deemed the equivalent thereof; and the presence without objection at any meeting of any person entitled to notice thereof shall be deemed a waiver of such notice as to such person.

Section 6. Interested Directors.

In the absence of fraud, no contract or transaction between the corporation and its director or any other corporation or entity in which such director is a director or officer, or is financially interested, shall be void or voidable for this reason alone or by reason that the director was present at a meeting of the board, or of a committee thereof, which approved such contract or transaction, provided that the fact of such common directorship, officership or financial or other interest is disclosed or known to the board or committee, and that the board or committee approves such transaction or contract by a vote sufficient for such purpose without the vote of such interested director. Such director may, however, be counted in determining the presence of a quorum at such meeting. No such contract or transaction shall be void or voidable if the fact of such common directorship, officership, or financial interest is disclosed or known to the directors entitled to vote and the contract or transaction is approved by vote of the board of directors.

Section 7. Limitation of Liability and Indemnity.

A. Liability. No person shall be liable to the corporation for any loss or damage suffered by it on account of any action taken or omitted to be taken by him as an officer, director, or employee of the corporation if such person (a) exercised and used the same degree of care and skill as a prudent person would have exercised and used under the circumstances and in the conduct of his own affairs, or (b) took or omitted to take such action in reliance upon advice of counsel for the corporation or upon statements made or confirmation furnished by officers or employees of the corporation which he had reasonable grounds to believe. The foregoing shall not be exclusive of other rights and defenses to which he may be entitled as a matter of law.

B. Indemnity. Each officer and director, whether or not then in office, shall be held harmless and indemnified by the corporation against all claims and liabilities and all expenses reasonably incurred or imposed upon him in connection with or resulting from any action, suit or proceeding, civil or criminal, or the settlement or compromise thereof, to which he may be made party by reason of any action taken or omitted to be taken by him as a director of the corporation, in good faith, if such person, in the opinion of a court or of the board of directors (a) exercised and used the same degree of care and skill as a prudent person would have exercised and used under the circumstances in the conduct of his own affairs, or (b) took or omitted to take such action in reliance upon advice or counsel for the corporation or upon statements made or information furnished by officers or employees of the corporation which he had reasonable grounds to believe.

Section 8. Books and Records.

The corporation shall keep correct and complete books and records on account and shall also keep minutes of the proceedings of its board and shall keep at the principal office a record giving the names and addresses of the directors entitled to vote.

Article X. AMENDMENTS

The board of directors shall have the power to make, alter, amend, or repeal the Bylaws at any duly convened meeting of the board of directors by the affirmative vote of a majority of the directors at any such meeting at which a quorum is present.

Sample Conflict of Interest and Disclosure Policy and Form

D

Conflict of Interest and Disclosure Policy

1. **Purpose.** (i) To ensure that the business of the Association (hereinafter “CTA”) is conducted effectively, objectively, and without improper influence or the appearance of improper influence. Volunteers must maintain high standards of honesty, integrity, and impartiality in the performance of their duties; (ii) This Policy is designed to help Volunteers identify situations that present potential conflicts of interest and provide the CTA with a procedure that, if observed, will allow a transaction to be treated as valid and binding even though an Volunteer has or may have a conflict of interest with respect to the transaction; (iii) It is the duty of each Volunteer to become familiar with, and abide by, all rules and regulations of the CTA including, but not limited to this Conflict of Interest and Disclosure Policy (hereinafter “Policy”).

2. Loyalty and Conflicts of Interest

A. For purposes of this Policy, the following circumstances will be deemed to create a potential Conflict of Interest: (i) A contract or transaction between the CTA and a Volunteer; (ii) A contract or transaction between the CTA and an entity in which an Volunteer has a financial interest or of which the Volunteer is a director, officer, Volunteer, partner, or other representative; (iii) An Volunteer competing with the CTA in the rendering of services or in any other contract with a third party; and (iv) An Volunteer having a financial interest in, or serving as a director, officer, Volunteer, agent, partner or other representative of, or consultant to, an entity or Person that competes with the CTA in the provision of services or in any other contract with a third party.

B. Volunteers of the CTA owe a duty of loyalty to the CTA to fulfill conscientiously their responsibilities on behalf of the CTA. Volunteers should disclose and, where appropriate, refrain from engaging in any activity that might conflict, or appear to conflict, with the interests of the CTA, or that might result in or create the appearance of: (i) Using one’s position as an Volunteer at the CTA for private gain; (ii) Giving preferential treatment to any person; (iii) Impeding the efficiency or economy of the CTA’s operations; or (iv) Making decisions without impartiality.

C. Volunteers may not do indirectly, through family or friends, what they are precluded by this Policy from doing directly. Volunteers shall disclose to the Ethics Officer any activities of family or friends that may violate the provisions of this Policy.

3. **General Conduct on Gambling on Tennis.** No Volunteer shall participate in or otherwise aid or abet, directly or indirectly, any form of gambling or betting involving tennis.

4. **Political Activity.** Volunteers are prohibited by law from utilizing any CTA affiliation in connection with the promotion of partisan political activities, religious matters, or from using official authority or influence to interfere with an election or affect its results.

5. **Prohibited Personnel Practices.** Volunteers may not engage in any prohibited personnel practices. Among the practices prohibited by federal law are unwelcomed advances or other unwelcomed verbal or physical conduct. Volunteers shall abide by the CTA’s policy on Harassment.

6. Use of Property, Funds, or Facilities. Volunteers have a duty to conduct themselves honestly and responsibly while employed by the CTA. Volunteers have a duty to actively protect and conserve CTA property, including equipment, supplies, and other property issued, entrusted or made available. No Volunteer shall use or allow others to use for non-CTA purposes or for private gain, CTA funds, resources, facilities or property, including but not limited to, official mail and travel privileges. All materials generated or received by an Volunteer within the scope of their employment are the property of the CTA and may not be destroyed or removed from the CTA except in accordance with established CTA procedures.

7. Use of Information. Maximum discretion in disseminating information is expected of all Volunteers. Press should be referred to the CTA's Corporate Communications Department. Other requests for nonpublic information not routinely provided should be referred to the Office of the General Counsel for the CTA. No Volunteer shall, without written consent of the Ethics Officer, make use of or permit others to make use of any information obtained during the course of their employment that is not available to the general public for purposes of furthering a private interest or for any purpose detrimental to the CTA.

8. Referrals. Volunteers may be called upon to recommend a provider of services, other than the CTA, to persons outside the CTA seeking such service. Since such a referral may be construed as an endorsement, or result in charges of personal favoritism, Volunteers should make clear that any referral is not endorsed by the CTA.

9. Conflict of Interest Disclosure Form. Each Volunteer must sign and submit to the designated department, a Conflict of Interest Disclosure Form, certifying compliance with this Policy and other policies and procedures adopted by the CTA.

10. Procedures

A. Before any action on a contract or transaction involving a potential Conflict of Interest, an Volunteer having a potential Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the potential Conflict of Interest to his or her supervisor.

B. An Volunteer who elects not to attend a meeting at which he or she has a reason to believe action will be taken on a matter in which the Volunteer has a Conflict of Interest shall disclose to his or her supervisor all facts material to the Conflict of Interest.

C. An Volunteer who has a Conflict of Interest shall not attempt to exert his or her personal influence with respect to the matter.

D. An Volunteer shall disclose all Conflicts of Interest or any potential Conflicts of Interest to their supervisor as soon as such Conflict of Interest is known and the Volunteer shall thereafter refrain from any action that may affect the CTA's participation in the contract or matter.

E. If a supervisor has reasonable cause to believe that an Volunteer has failed to disclose an actual or possible Conflict of Interest, the supervisor shall inform the Volunteer of the basis for such belief and afford the Volunteer an opportunity to explain the alleged failure to disclose. If after hearing the Volunteer's response and making further investigation as warranted by the circumstances, the supervisor determines the Volunteer has failed to disclose an actual or possible Conflict of Interest, the supervisor shall notify the Ethics Officer in order for the Ethics Officer to take appropriate disciplinary and corrective action. The disciplinary action may take the form of admonishment, written reprimand, reassignment, suspension, removal, or such other action as deemed appropriate.

F. The type of disciplinary action to be taken must be determined in relation to the specific violation. Those responsible for recommending and taking disciplinary action must apply judgment to each case, considering the general objectives for meeting any requirement within this Policy, deterrence of similar offenses by other Volunteers, and maintenance of a high standard of conduct and public confidence. No disciplinary action will be taken against a Volunteer who has received written approval from the Ethics Officer for the activity alleged to be in violation.

2012 Conflict of Interest and Disclosure Form

1. Information about Volunteer. Please answer questions 1A. and 1B. as it relates to **yourself**.

1A. Contact information.

Last Name: _____ First Name: _____ MI: _____

Title: _____ Department: _____

Home Address: _____

1B. Conflicting Interests and Relationships. In accordance with the Conflict of Interest and Disclosure Policy, please list any interest or relationship that you have that presents a potential Conflict of Interest (check for each **Entity** listed the type of interest or relationship that you have with the **Entity**).

Entity Name:	Board Member	Owner	Partner	Equity Shareholder	Employee	Consultant	Provider of Goods and or Services to this Entity	Purchaser of Goods or Services from this Entity	Other Describe

1C. Please provide any information that would help to clarify any listed above (use additional pages if necessary).

_____.

2. Information about Employee's Family Members. Please answer 2A. and 2B. as to your spouse, domestic partner, parent, child, and/or any dependents ("Family Members").

2A. Conflicting Interests and Relationships of Family Members. In accordance with the Conflict of Interest and Disclosure Policy, please list any interest or relationship your **Family Members** have with any **Entity** that presents a potential conflict of interest for you (check for each **Entity** listed the type of interest or relationship that your **Family Members** have with the **Entity**).

Name of Family Member:	Entity Name:	Board Member	Owner	Partner	Equity Shareholder	Employee	Consultant	Provider of Goods and or Services to this Entity	Purchaser of Goods or Services from this Entity	Other Describe

2B. Please add any information that would help to clarify any of the above (use additional pages if necessary).

Your Signature. By signing this form you (1) certify you have read the Conflict of Interest and Disclosure Policy; (2) certify the information and any supplemental information herein is complete and accurate to the best of your knowledge; and (3) acknowledge your continuing obligation to complete and submit a new form when there is any significant change in outside activities or related Financial Interests.

Signature: _____ Date: _____

USTA Section Offices

E



SECTIONS



For more information about each USTA section, see USTA.com.

1. USTA New England

110 Turnpike Road
Westborough, MA 01581
Phone: (508) 366-3450
Fax: (508) 366-5805
www.newengland.usta.com

2. USTA Eastern

70 West Red Oak Lane, 4th Floor
White Plains, 10604
Phone: (914) 697-2300
Fax: (914) 694-2402
www.eastern.usta.com

3. USTA Middle States

1288 Valley Forge Road, Suite 74
P. O. Box 987
Valley Forge, PA 19482-0987
Phone: (610) 935-5000
Fax: (610) 935-5484
www.middlestates.usta.com

4. USTA Mid-Atlantic

11410 Isaac Newton Square North
Suite 270
Reston, VA 20190
Phone: (703) 556-6120; (800) 532-8782
Fax: (703) 556-6175
www.midatlantic.usta.com

5. USTA Southern

Spalding Woods Office Park
3850 Holcomb Bridge Rd., Ste. 305
Norcross, GA 30092
Phone: (770) 368-8200
Fax: (770) 368-9091
www.southern.usta.com

6. USTA Florida

1 Deuce Court, Suite 100
Daytona Beach, FL 32124
Phone: (386) 671-8949
Fax: (386) 671-8948
www.florida.usta.com

7. USTA Caribbean

P.O. Box 40439
San Juan, PR 00940-0439
Phone: (787) 726-8782
Fax: (787) 982-7783
www.caribbean.usta.com

8. USTA Midwest

1310 East 96th Street, Suite 100
Indianapolis, IN 46240
Phone: (317) 577-5130
Fax: (317) 577-5131
www.midwest.usta.com

9. USTA Northern

1001 West 98th Street, Suite 101
Bloomington, MN 55431
Phone: (952) 887-5001
Fax: (952) 887-5061
www.northern.usta.com

10. USTA Missouri Valley

6400 West 95th Street, Suite 102
Overland Park, KS 66212
Phone: (913) 322-4800
Fax: (913) 322-4801
www.missourivalley.usta.com

11. USTA Texas

8105 Exchange Drive
Austin, TX 78754

Phone: (512) 443-1334

Fax: (512) 443-4748

www.texas.usta.com

12. USTA Southwest

7010 East Acoma Drive, Suite 201
Scottsdale, AZ 85254
Phone: (480) 289-2351
Fax: (480) 289-2701
www.southwest.usta.com

13. USTA Intermountain

1201 South Parker Road, #200
Denver, CO 80231
Phone: (303) 695-4117
Fax: (303) 695-6518
www.intermountain.usta.com

14. USTA Pacific Northwest

4840 SW Western Avenue, Suite 300
Beaverton, OR 97005-3430
Phone: (503) 520-1877
Fax: (503) 520-0133
www.pnw.usta.com

15. USTA Northern California

1920 North Loop Road
Alameda, CA 94502-8014
Phone: (510) 748-7373
Fax: (510) 748-7377
www.norcal.usta.com

16. USTA Southern California

P.O. Box 240015
Los Angeles, CA 90024-9115
Phone: (310) 208-3838;
Nights/Weekends: (310) 208-3840
Fax: (310) 824-7691
www.scta.usta.com

17. USTA Hawaii Pacific

1500 South Beretania Street, Suite 300
Honolulu, HI 96826
Phone: (808) 955-6696
Fax: (808) 955-8363
www.hawaii.usta.com

CTA Health Check

F

Self-evaluate the health of your CTA. The CTA Health Check will help CTAs take a look at their organizations to determine if they are on track to being a well-managed, self-sufficient, vibrant CTA. You can determine how to "Be the Best You Can Be" through use of this quick survey, group discussions, and resources that will help your CTA move to the next level.

To access the CTA Health Check online, visit www.usta.com/cta and you can find it on the right side of the page.

*For Better Health, Here is Better Information!***COMMUNITY TENNIS ASSOCIATION (CTA)****HEALTH CHECK**

The CTA Health Check provides a self-evaluation tool to measure the overall health and success of your CTA. Completing this Health Check will help your CTA leadership design a plan to strengthen your organization and have a broader impact on your local community, which may create opportunities to increase local tennis participation for children and adults. In addition, as your CTA expands its reach and focus, it may be rewarded with greater opportunities to receive funding, grants, and recognition.

The USTA Community Tennis Association Committee, in partnership with the USTA Evaluation Committee, developed this CTA Health Check to support staff and volunteers at all levels in creating, developing and strengthening a nationwide network of self-sufficient and effective CTAs to increase tennis participation at the local level.

There are four major components to the CTA Health Check: **Structure, Planning, Programming, and Communications**. Within each component are a number of specific questions. It is recommended that several members of your CTA's board of directors answer all the questions in this CTA Health Check independently, then compare answers and complete a final Health Check. Important: this Health Check tool is for your CTA's internal use only.

As you go through this Health Check, if you need more information about a particular item, you'll see resources from the USTA Guide for Community Associations and various websites listed to the right of specific questions.

Your valuable volunteer time used to complete this CTA Health Check is appreciated.

GENERAL CTA INFORMATION

1. Date Self-Evaluation/Health Check completed: _____

2. Name of individual completing this Health Check and position with CTA:

3. Name of CTA: _____

4. Year CTA was formed (if known): _____
See your Articles of Incorporation

5. Our CTA is a USTA Organizational Member: ☐ Yes ☐ No

www.membership.usta.com/section/Organizational-Memberships/122.uts

6. Type of CTA (please check one): *USTA Guide for CTAs*

- ☐ Single-Purpose (Delivers only one program or service).
- ☐ Multi-Purpose (Offers more than one program or service while still not being a full-service organization).
- ☐ Umbrella (Most comprehensive type of CTA; delivers a full menu of programs and services to the entire community).
- ☐ Coalition (Represents alliances of diverse community organizations to facilitate the delivery of tennis programs and services through these organizations).

7. Our CTA serves this geographic area: _____

STRUCTURE

1. Our CTA has a mission statement: USTA Guide for CTAs

☐ Yes - please provide mission statement _____

☐ No

2. Our CTA reviews and updates its bylaws: ☐ Yes ☐ No USTA Guide for CTAs

If Yes: ☐ Annually ☐ Every 1 - 2 years ☐ Other _____

3. Our CTA is a 501 (c)(3) organization: ☐ Yes ☐ No

www.irs.gov/charities/charitable/article/0,,id=96099,00.html

If not a 501(c)(3) organization, please check designation below: USTA Guide for CTAs

☐ 501(c)(4) ☐ 501(c)(7) ☐ 501(c)(8) ☐ Other _____

4. Our CTA has a budget: ☐ Yes ☐ No USTA Guide for CTAs

5. Our CTA files an annual tax return: ☐ Yes ☐ No

990-N (e-Postcard) www.irs.gov/charities/article/0,,id=169250,00.html

990 or 990 EZ www.irs.gov/instructions/i990/ch01.html#d0e918

6. Our CTA has insurance: ☐ Yes ☐ No

If Yes: ☐ Liability Insurance through USTA <http://www.usta.com/insurance>

☐ Directors and Officers Insurance through USTA www.usta.com/docelc

☐ Other _____

7. Our CTA has (check all that apply):

☐ Paid employees ☐ Independent contractors ☐ Volunteers

8. Our CTA board and committee members receive training:

☐ Yes ☐ No www.theperfectboard.com/free-resources

9. Our CTA board members participate in national USTA Web Workshops:

☐ Yes ☐ No www.usta.com/lrc

10. Our CTA board members are:

☐ Recommended by current board members

☐ Other _____

11. Our CTA has a succession plan for officers/board of directors:

☐ Yes ☐ No <http://www.theperfectboard.com/free-resources>

12. Our CTA recruits volunteers:

☐ Yes ☐ No USTA Guide for CTAs

If yes, do you utilize training offered by USTA? (check all that apply):

☐ Webinars

☐ District, Section, or Regional CTA workshops

☐ National CTDWs

☐ Other _____

13. Our CTA recognizes and thanks our volunteers:

USTA Guide for CTAs

☐ Yes ☐ No

If yes, please check all that apply:

☐ Annual recognition event

☐ Gifts/certificates

☐ Other _____

14. Our committees include:

☐ Adults ☐ Juniors ☐ 10 and Under Tennis ☐ Fundraising and sponsorships

☐ Bylaws ☐ Website ☐ Social activities ☐ Tournaments

☐ Nominating Committee ☐ USTA League

☐ Public Relations/Marketing/Communications

☐ Other _____

15. Our CTA has written job descriptions for the board and its committees.

☐ Yes ☐ No USTA Guide for CTAs

16. To help achieve our goals, our CTA partners with: USTA Guide for CTAs

☐ City and/or county leaders ☐ Tennis professionals ☐ Schools/colleges

☐ Tennis clubs/facilities ☐ Parks and recreation ☐ Local businesses

☐ Nonprofit youth/service organizations ☐ Parents

☐ Other _____

PLANNING**1. Our CTA has a strategic plan:**

☐ Yes ☐ No www.nonprofitcenter.com

If yes, does your strategic plan provide for:

☐ One year ☐ From 1 - 3 years ☐ Other _____

Our budget supports our strategic plan:

☐ Yes ☐ No

2. Our CTA has short and long term goals for:

USTA Guide for CTAs

☐ Adults ☐ Juniors ☐ Fundraising ☐ Bylaws ☐ Website ☐ Social Activities

☐ Other

3. Our short/long-term goals relate to our strategic plan and to our mission statement:

☐ Yes ☐ No USTA Guide for CTAs

4. Our CTA re-evaluates our strategic plan and goals periodically based on progress:

☐ Yes ☐ No How often? _____

5. Our CTA uses funds for:

- ☐ Adult and/or youth programs (circle one or both)
- ☐ Financial assistance for facilities repair and maintenance www.usta.com/facilities
- ☐ Scholarships/grants for individual youth
- ☐ Grants for equipment
 - ☐ 10 and Under Tennis ☐ Jr. Team Tennis
 - ☐ Adult Tennis ☐ During- and after-school programs
- ☐ Support for the Adopt-a-Unit military program www.usta.com/military
- ☐ Programs for wheelchair, adaptive tennis, and special populations
- ☐ Other _____

6. Our CTA has a diversity and inclusion plan:

- ☐ Yes ☐ No <http://www.usta.com/About-USTA/Diversity>

PROGRAMMING

1. Our CTA offers 10 and Under Tennis programming:

☐ Yes ☐ No <http://www.10andundertennis.com>

2. Our CTA has held a Recreational Coaches Workshop (RCW) in the last three years:

☐ Yes ☐ No <http://www.usta.com/rcw>

3. Our CTA runs a schools programs: ☐ Yes ☐ No <http://www.usta.com/Schools>

The school programs are: ☐ USTA ☐ Locally branded

4. Our CTA runs JTT programs: ☐ Yes ☐ No www.jrteamtennis.usta.com

These JTT programs are:

☐ USTA ☐ Locally branded

5. Our CTA conducts background checks on volunteers who lead youth programs:

☐ Yes ☐ No http://www.usta.com/AboutUSTA/background_screening_program

6. Our CTA would qualify to be an NJTL chapter: ☐ Yes ☐ No www.usta.com/njtl

7. Our CTA runs USTA adult leagues:

☐ Yes ☐ No www.usta.com/Play-Tennis/USTA-League/AdultLeagues

8. Our CTA runs tournaments: ☐ Sanctioned ☐ Non-Sanctioned <http://www.usta.com>

Choose “TennisLink” and then choose “Tournaments.”

COMMUNICATIONS

1. Our CTA communicates utilizing:

- ☐ Online newsletters ☐ Hard copy newsletters mailed ☐ E-mail program
☐ Twitter ☐ Facebook ☐ Text blasts ☐ USTA e-blast system
☐ Annual activity and event calendar
☐ Other _____

2. Communications are sent to:

- ☐ Board members
☐ Weekly ☐ Monthly ☐ As needed
- ☐ Committee chairs
☐ Weekly ☐ Monthly ☐ As needed
- ☐ Volunteers/Members
☐ Weekly ☐ Monthly ☐ As needed
- ☐ Other

3. Our CTA has a website:

- ☐ Yes – Please provide web address: _____
- ☐ No www.usta.com/freeCTAwebsite
- ☐ If Yes:
- ☐ Use free USTA.com network ☐ Other: _____
- ☐ How often is the website updated?
- ☐ Daily ☐ Weekly ☐ Monthly ☐ As needed

4. Our CTA has a designated person/company responsible for updating the website:

- ☐ Yes – Please give title/position:
☐ Paid full- or part-time (circle one)
☐ Volunteer (not paid)
☐ No

SUMMARY

After you have carefully reviewed your completed CTA Health Check, circle any items where you need improvement and check items you consider your strengths to help you assess the overall state of your CTA.

The Quick Reference Online Resource Guide can be found online at the CTA website.

You will find current helpful information at the CTA website. www.usta.com/CTA

CTA NOTES / ACTION ITEMS:

Structure:

Planning:

Programming:

Communications: