

2: THE FIVE PHASES OF NJTL DEVELOPMENT*

Anybody who likes kids, loves tennis, and is well organized can develop a National Junior Tennis League (NJTL) program or chapter. The NJTL program development will vary depending on the individuals, relationships with local institutions (e.g. parks, schools, clubs, etc.) and the assets/needs of the community. However, there are development patterns that have proven successful over a period of 30 years. The stage your program or chapter is in determines the type of support your program or chapter may need. The five phases of developing a NJTL program are:

1. Identify a Committed Leader and Develop an Excellent Tennis Program for Beginners and/or Intermediaries at One Site

One good tennis teacher and/or one good organizer/recruiter (either one or both could be the committed leader) who provides tennis instruction, practice, and competition at one site (with as little as 1-4 courts).

The person must demonstrate the following:

- ♦ Ability to recruit children and teach tennis pathway programs to 8-20 children per court, with the ability to serve dozens of children per site for a duration of 6-8 weeks.
- ♦ Ability to organize teams and develop play-based games.
- ♦ A commitment to the values of NJTL.

Needs

- ♦ Team Format
- ♦ How to manage large groups on court
- ♦ 1-4 Tennis Courts
- ♦ Kids to teach and kids for them to compete against
- ♦ Transportation
- ♦ Culminating event
- ♦ Advertising/Marketing materials

USTA Related Services

- ♦ USTA Section/District Staff
- ♦ Recreational Coaches Workshops
- ♦ Comm. Tennis Dev. Wksp.
- ♦ PTR/Tennis University
- ♦ USPTA/Training Programs
- ♦ USTA Section/Dist. Seed Grants
- ♦ USA Jr. Team Tennis
- ♦ NJTL Chapter Network Mentors (visits to successful Chapters)
- ♦ NJTL Regional Rallies
- ♦ NJTL Mentor
- ♦ QuickStart Tennis Format
- ♦ USTA publications
- ♦ NJTL Posters
- ♦ USTA Liability Insurance
- ♦ Section Annual Meeting
- ♦ District Annual Meeting

- Section-Comm. Dev. Wksp.

2. Expand to Other Sites and Add, If Needed, a Culminating Event

Multiple sites (up to 4), with a team of 3-4 coaches [note: the same staff that serves one site, can serve four sites at nine hours each per week]; reach out to Parks & Recreation Dept; start fundraising (which may include modest fees - \$1,000 to \$10,000); team competition with play-offs, or another culminating event, such as a trip to an NJTL Regional Rally or Pro Circuit event.

Needs

- Relationship with Club/School/ Club facility
- Credibility
- Publicity
- Limited Liability
- Accountant/Bookkeeper
- 501(3) Corp-Pro Bono legal help
- Workers Comp Insurance
- Educational Programming

USTA Related Services

- (All of Above Plus)
- NJTL Logo
- USTA Comm. Tennis Dev. Wksp.
- Sect. Comm. Tenn. Dev. Wksp.
- PTR/USPTA Insurance
- NJTL Newsletter Feature Stories
- USTA Sect. Newsletter Stories
- NJTL Arthur Ashe Essay Contest

3. Develop Additional Leadership/Community Support/Start Building Community Wide Program

Develop area wide plan and budget; incorporate and establish a 501(c) 3 public charity; form strategic alliances; develop a Board of Directors; recruit and train more site directors; expand to 5-12 sites; establish deep relationship with Parks and Recreation Dept.; begin reaching into schools as primary growth vehicle

Needs

- Recruit Board
- Private Funding
- Grant/Proposal Writing
- Budgeting/Planning
- Recruit Staff
- Train Staff
- Public Officials Support
- Office/Equipment
- Establish special events/ fundraiser
- Understanding of Labor Laws
- Recognized Auditor

USTA Related Services

- (All of Above Plus)
- USTA Dir. and Officer's Ins.
- Ltrs. of Supp. referrals & cont.s
- NJTL Tennis Leadership Camp
- USTA Tennis Found. Scholarships
- NJTL Chapter of the Year
- Section NJTL Chapter of the Year
- District NJTL Chapter of the Year
- Sect./Dist. publicity and awards
- Facility Awards
- Member of Section/District NJTL Committee
- NJTL Arthur Ashe Essay Contest

4. Achieve Community-Wide Program

Escalate recruitment of children (& sites) with additional funding. Expand to 13-25 sites and/or more advanced programs operating year-round; reach out to Public School systems with a pilot program; hire a year round Executive Director with excellent

administrative skills and tennis skills; identify a key business leader for the Board to complement the Executive Director.

Needs

- PR Firm
- Public Funding
- Line of Credit
- Organization development skills (non-profit best practices)
- Stronger Board
- Larger Office & more courts
- Equipment
- Warehouse/Court Repair & Installation;
- QuickStart Tennis equipment
- Indoor Courts

USTA Related Services

- (All of Above Plus)
- USTA Public Funding
- Schls Prog. Assem. Teach. Train.
- National Sponsor with local tie-in.
- Nat. equip. purch. Prog.
- Racquets, balls, T-shirts, nets
- NJTL Cap. Build. Prog. Equip.
- Tennis & Educ. Found. Grants
- Recomm. for Nat. NJTL Comm.

5. *The Sky's the Limit (mainly for Densely Populated Urban Areas)*

Leverage private dollars with public dollars; hire community relations person (lobbyist); saturate school system & become their main partner; host sanctioned tournaments; establish advanced training; start a college guidance program, reading clubs; reach out to public housing agency; establish year round program indoors and/or outdoors; build or secure a facility.

Needs

- Lobbyist - Community Relations Person
- Larger office & more equip. for office
- Additional qualified staff for admin.

USTA Related Services

- (All of Above Plus)
- Public facility funding grants
- Pro Circ. and Junior Tour. Sanct.
- Elite High Perf. Trn. Grts.
- College Guidance