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INTRODUCTION

A USTA Community Tennis Association (CTA) is “any incorporated, geographically defined, not-for-profit, volunteer-based organization that supports or provides programs which promote and develop the growth of tennis.”

As an association, the group works to coordinate and maintain tennis programs and services; guaranteeing that they are open and accessible to all. Community Tennis Associations may act as advocates, program administrators, promoters or fundraisers. Fueled by local volunteers, they exist to promote and develop the game of tennis in the community.

There are nearly 1,000 registered USTA Community Tennis Associations across the United States. Charged with developing and promoting tennis at the grassroots level, many of these organizations partner with their communities to help grow tennis at the local level. For more information on Community Tennis Associations, please go to: usta.com/cta.

CTAs, like many other community based sports organizations, are “non-profit businesses” with the same challenges and obligations of other businesses including governance, administration, finances, IRS compliance, marketing, etc. This Resource Guide was developed as a tool to guide individuals through the process of forming and managing a CTA. There is a wealth of information available on the Internet and the sites selected for this Guide are for general information purposes only and are not intended to take the place of either the written law or regulations. Please note that the USTA has no control over the nature, content, accuracy, reliability and availability of sites referenced in this guide and the inclusion of any links does not imply a USTA recommendation or endorsement of the views/information expressed within those sites.



FORMING A NEW COMMUNITY TENNIS ASSOCIATION

Forming a new CTA is a huge, but very rewarding, undertaking. It involves ongoing coordinated efforts by a group of dedicated tennis players who want to serve their community. Some CTAs offer only one program, tournament or special event, some run a tennis program at a specific facility, some simply fundraise, some operate similar to Little League and soccer youth groups -handling registration, coaches, etc. to partner with multiple recreation agencies to provide tennis at various facilities. The links contained in this Resource Guide have been selected to give guidance on how to navigate the process of forming a CTA. This is a fluid document and users are encouraged to contact the USTA with suggestions for additional topics, links, etc., and to notify the USTA if a link has become obsolete.

WHAT IS A CTA?

<https://www.usta.com/About-USTA/Community-Tennis-Associations>

TYPES OF CTA'S

There are several types of CTA's – Single Purpose, Multi-Purpose, and the National Junior Tennis and Learning Network. The websites listed below explain these different types.

<https://www.usta.com/About-USTA/Community-Tennis-Associations>

http://www.southwest.usta.com/Community-Tennis-Pages/2324_What_is_a_CTA/

http://www.stlouis.usta.com/Community_Tennis/Community_Tennis_Associations/

http://www.northern.usta.com/Community-Development/2492_Community_Tennis_Associations/

https://www.usta.com/Get_Involved/NJTL/PressRelease/USTA_unveils_new_NJTL_name_and_logo_launches_new_brand_identity/

HOW TO REGISTER AS A CTA WITH THE USTA

<https://ct.usta.com/ctanjtl/>

CTA INSURANCE FROM THE USTA AND OTHER BENEFITS OF CTA USTA REGISTRATION

<https://www.usta.com/en/home/organize/partner-organizations/national/cta-insurance-programs.html>

CTA BOARD OF DIRECTORS & COMMITTEES

Board of Directors

<http://www.nonprofitleadershipcenter.com/?page=resourcespolicies>

<https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>

http://assets.usta.com/assets/642/15/Toolkit_Board_Orientation_8-13.pdf

Board of Directors & Committees

<https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>

www.councilofnonprofits.org/tools-resources-categories/boards-and-governance

<https://www.boardsource.org>



FORMING A NEW COMMUNITY TENNIS ASSOCIATION (CONT.)

MANAGING YOUR CTA

Several web sites provide extensive information on a wide variety of topics ranging from how to form a non-profit, bylaws, policies, IRS requirements, and other management subjects. You will find valuable information on these topics from the following websites:

<https://www.irs.gov/charities-non-profits>
<http://form1023.org/how-to-draft-articles-of-incorporation>
<https://boardsource.org/resources/bylaws/>
<http://www.councilofnonprofits.org>
<http://www.501c3.org>
<http://www.nonprofitleadershipcenter.com/?page=resourcespolicies>
<http://www.usta.com/en/home/about-usta/who-we-are/national/how-the-usta-works-for-you.html>
http://assets.usta.com/assets/1/15/English-Portal_Documents.pdf
http://assets.usta.com/assets/642/15/Sample_Document_Retention_Policy.pdf
<https://www.boardsource.org/eweb/DynamicPage.aspx?webcode=BDSCCommunityRsc>
<http://www.theperfectboard.com/free-resources/>
<http://www.nonprofitcenter.com>
<http://www.guidestar.org/Home.aspx/>

DEVELOPING YOUR BUDGET

<http://www.leoisaac.com/budget/bud016.htm>

Organizational Budget

<http://www.nonprofitaccountingbasics.org/reporting-operations/budgeting-process>
<http://nctennis.com/sites/nctennis.com/files/pdffiles/CTASampleBudgets.pdf>

VISION, MISSION & STRATEGIC GOALS

Mission Statement

<http://nonprofithub.org/starting-a-nonprofit/nonprofit-mission-statements-good-and-bad-examples/>
<http://www.eccta.net/about-us/> http://www.katonah.usta.com/mission_statement/mission_statement/

Vision Statement

<https://topnonprofits.com/examples/vision-statements/>

Communications

<http://archive.skoll.org/2006/09/25/ten-steps-to-stronger-nonprofit-communications/>
<http://nonprofithub.org/donor-retention/nonprofit-communications-are-they-helping-or-hurting-your-relationships/>

Accountability

<http://www.hbs.edu/faculty/Publication%20Files/10-069.pdf>
<http://www.afpnet.org/Ethics/EnforcementDetail.cfm?ItemNumber=3262>



BEST PRACTICES FOR NONPROFIT ASSOCIATION DEVELOPMENT & MANAGEMENT

One of the country's leading experts on association management is Robert C. Harris, CAE, who operates The Nonprofit Center. The USTA frequently calls on Bob to present seminars on best practices in all areas of association development and management.

Bob has 30+ years experience with associations, chambers and other nonprofits. His seminars are interactive, focused on core-knowledge and organizational capacity. He utilizes case studies, trends and headlines for board orientation, training, strategic planning, staff training and consulting. Bob is the author of Association Management 101 Online©; creator of the Association Self-Auditing Process© and co-author of "Building an Association Management Company.

Bob is known around the country for sharing best practices and promoting sustainability of associations and chambers. Some of his specialties which are very helpful to the USTA and CTAs are strategic planning, board roles and responsibilities, and staff training. Bob's website contains several articles helpful to CTAs.

[10 Responsibilities of the Board](#)

[Anatomy of a CEO Succession Plan](#)

[Code of Conduct - Board Sample](#)

[Leadership Pipeline - Attracting Leaders](#)

[Professional Development - Staff Education](#)

[Volunteers Define Excellence](#)

HEALTH BENEFITS OF TENNIS

Tennis is one of the few life-time sports, and provides a multitude of physical and psychological benefits. The links below provide valuable information on the health benefits of tennis, which can be valuable in marketing the sport to community leaders and families.

<http://www.active.com/tennis/articles/5-health-benefits-of-playing-tennis>

<http://www.healthfitnessrevolution.com/top-10-health-benefits-tennis/>

<http://www.itftennis.com/scienceandmedicine/health/psychological.aspx>

BUILDING RELATIONSHIPS AND PARTNERSHIPS

A critical function of any CTA is to build partnerships with local government officials, schools, health care providers, community businesses and other non-profit organizations. Below are some links to help with advocacy efforts.

ADVOCACY

<http://ctb.ku.edu/en/advocating-changes>

http://assets.usta.com/assets/1/15/2013_Advocacy_Handbook.pdf

<https://growyourtennisbusiness.com/tag/tennis-advocacy-tools/>

<http://www.tennisindustrymag.com/articles/>

<http://nonprofitresource.blogspot.com/2008/08/fund-development-plans-key-to.html>



BUILDING RELATIONSHIPS AND PARTNERSHIPS (CONT.)

WORKING WITH ELECTED OFFICIALS

<https://www.usa.gov/local-governments>

<http://www.usmayors.org>

<http://www.naco.org>

<https://www.livingcities.org/blog/726-7-tactics-for-developing-and-maintaining-effective-partnership-with-local-government>

DEVELOPING A RELATIONSHIP WITH PARKS & RECREATION AGENCIES

<http://www.nrpa.org>

<http://www.cityparksalliance.org>

PARTNERING IN THE COMMUNITY

Boys and Girls Clubs of America (www.bgca.org)

Gay & Lesbian Tennis Alliance (www.glta.net)

Intercollegiate Tennis Association (www.itatennis.com)

National Association of Police Athletic Leagues (www.nationalpal.org)

National Federation of State High School Associations (www.nfhs.org)

National Senior Games Association (www.nsga.com)

Society of Health and Physical Educators (www.shapeamerica.org)

Special Olympics (www.specialolympics.org)

Tennis Industry Association (www.tennisindustry.org)

United States Professional Tennis Association (www.uspta.com)

Professional Tennis Registry (www.ptrtennis.org)

YMCA of the USA (www.ymca.org)

SAMPLE ADVOCACY HANDBOOKS

http://assets.usta.com/assets/1/15/2013_Advocacy_Handbook.pdf

https://www.nrpa.org/uploadedFiles/Americas_Backyard/park-advocate-handbook-100711.pdf

POSSIBLE AREAS OF TECHNICAL, IN-KIND, & FINANCIAL RESOURCES FOR ADVOCACY EFFORTS

USTA Foundation (<http://www.ustafoundation.com>)

Almost all of the USTA Sections have a foundation to help local programs:

<http://www.usta.com/About-USTA/Organization/Sections/>



RESOURCE DEVELOPMENT

Successful CTAs often partner with a variety of affiliated organizations to obtain financial and in-kind resources from local governments, businesses, school system, community tennis advocates, health care providers, and others interested in the health and welfare of the community.

The links below provide guidance on many types of resource development activities:

<https://www.councilofnonprofits.org/tools-resources-categories/fundraising>

TRAINING/EDUCATION

USTA COMMUNITY DEVELOPMENT WORKSHOPS

Many USTA sections offer local and regional Community Development Workshops.

Click on your section to learn more about what may be offered:

<https://www.usta.com/en/home/about-usta/who-we-are/national/get-to-know-the-usta-sections.html>

WEBINARS

The USTA offers an excellent series of webinars for CTAs and tennis advocates throughout the year. Information on the webinars is found at:

<https://www.usta.com/en/home/organize/partner-organizations/national/cta-webinars.html>

15 Best Webinar Software Products from Around the Web

<https://www.elegantthemes.com/blog/resources/the-15-best-webinar-software-products-from-around-the-web>

My Experience Reviewing 8 Webinar Software Options

<http://wpcurve.com/webinar-software/>

Review of Online Meeting and Webinar Software

<https://webconferencing-test.com/>

8 Best Free Webinar Software for Marketers and Businesses

<http://www.freshtechtips.com/2012/01/9-best-free-webinar-software-for.html>



DELIVERING PROGRAMS TO YOUR COMMUNITY

The USTA offers programs, many times in partnership with public and private clubs, parks and recreation departments, schools, and many other tennis advocates for all level of tennis players. The USTA wants every one of all ages and abilities to participate in tennis as a fun, lifetime sport.

LEARNING TO PLAY TENNIS

<https://www.usta.com/en/home/play/programs-for-everyone.html>

<https://netgeneration.usta.com>

<https://www.usta.com/en/home/organize/creating-play-opportunities/national/school-tennis--how-parents-can-get-involved.html>

<http://www.ustafoundation.com/njtl/>

JUNIOR & HIGH SCHOOL TENNIS

Junior Team Tennis

<https://www.usta.com/en/home/play/programs-for-everyone/national/about-junior-team-tennis.html>

Junior Tournaments

<https://www.usta.com/en/home/play/play-as-a-member/national/about-junior-tournaments.html>

COLLEGE PROGRAMS

Unfortunately, college tennis programs are able to accept only a few of the thousands of talented high school players across the country. USTA has developed a Tennis on Campus (TOC) Program which gives college students the opportunity to join their college TOC club and compete against other schools in the state and across the nation.

<https://www.usta.com/College-Tennis/College/>

USTA LEAGUES

The USTA offers leagues for all levels of players throughout the country.

<https://www.usta.com/en/home/play/play-as-a-member/national/about-usta-league.html>

ADULT TOURNAMENTS

Many avid players participate in USTA sanctioned tournaments throughout the country and have the opportunity to earn national ranking points. Many individuals play in these competitive leagues into their 70s and 80s.

<https://www.usta.com/en/home/play/play-as-a-member/national/adult-tournaments.html>



DIVERSITY AND INCLUSION

The USTA celebrates the open format – the idea that anyone from anywhere should be able to play and compete. That’s the driving force behind our Diversity & Inclusion strategy, designed to grow and promote our sport to the next generation – and future generations – of fans, players and volunteers. USTA is removing barriers and creating opportunities wherever we can so that tennis becomes a true reflection of America.

<https://www.usta.com/en/home/about-usta/who-we-are/national/about-usta-diversity-and-inclusion.html>

FACILITY DESIGN & ASSISTANCE FROM THE USTA

Whether you’re just starting out and dreaming of building a state-of-the-art, multi-court tennis facility, you’re interested in 36 or 60-foot tennis, or you just want to figure out how to repair the cracked courts at the local park down the street, you’re in the right place – the USTA can help.

How can the USTA help make your tennis facility dream come true? The USTA Facility Assistance program offers you and your community assistance with technical and financial resources. In addition, communities are appointed project consultants from the USTA National staff, who deliver personalized support and service to help take your project from dream to reality.

MORE INFORMATION ABOUT THIS VALUABLE USTA PROGRAM

<https://www.usta.com/en/home/organize/grants-and-assistance/national/about-usta-facility-assistance.html>

DOWNLOADABLE PUBLICATIONS

USTA NJTL Best Practices Manual

http://www.ustafoundation.com/njtl_resources/

Friend at Court

<https://www.google.com/search?client=safari&rls=en&q=usta+friend+at+court+2016&ie=UTF-8&oe=UTF-8>

USTA Tennessee CTA Handbook

http://assets.usta.com/assets/841/15/USTA_TENNESSEE_2015_CTA_Handbook1.PDF



COMMUNICATIONS

Excellent communications are critical in educating community and local decision makers about the excellent programs and accomplishments of a CTA. The tools listed below help organizations achieve this goal, and are also very useful in communicating among the tennis community.

SOCIAL MEDIA

How to Use Social Media for Your Business

<http://www.purelybranded.com/insights/10-social-media-marketing-tips-for-businesses/>

FACEBOOK

<https://www.facebook.com/business/news/facebook-page-tips-sandi-krakowski>

TWITTER

<https://business.twitter.com/en/basics.html>

SNAPCHAT

<https://www.businessnewsdaily.com/9860-snapchat-for-business.html>

LINKEDIN

<https://www.thebalance.com/how-to-use-linkedin-to-promote-your-home-business-1794731>

EMAIL MARKETING

EMAIL MARKETING

2018 A-Z Email Marketing Guide

<https://sendgrid.com/resource/2018-email-marketing-guide-a-z/#introduction>

CONSTANT CONTACT

Newsletter Design

<https://blogs.constantcontact.com/newsletter-design/>

NEWSLETTERS

Best Practices for Business Newsletters

https://www.microsoftstore.com/store/msusa/en_US/pdp/Publisher-2016/productID.323025400