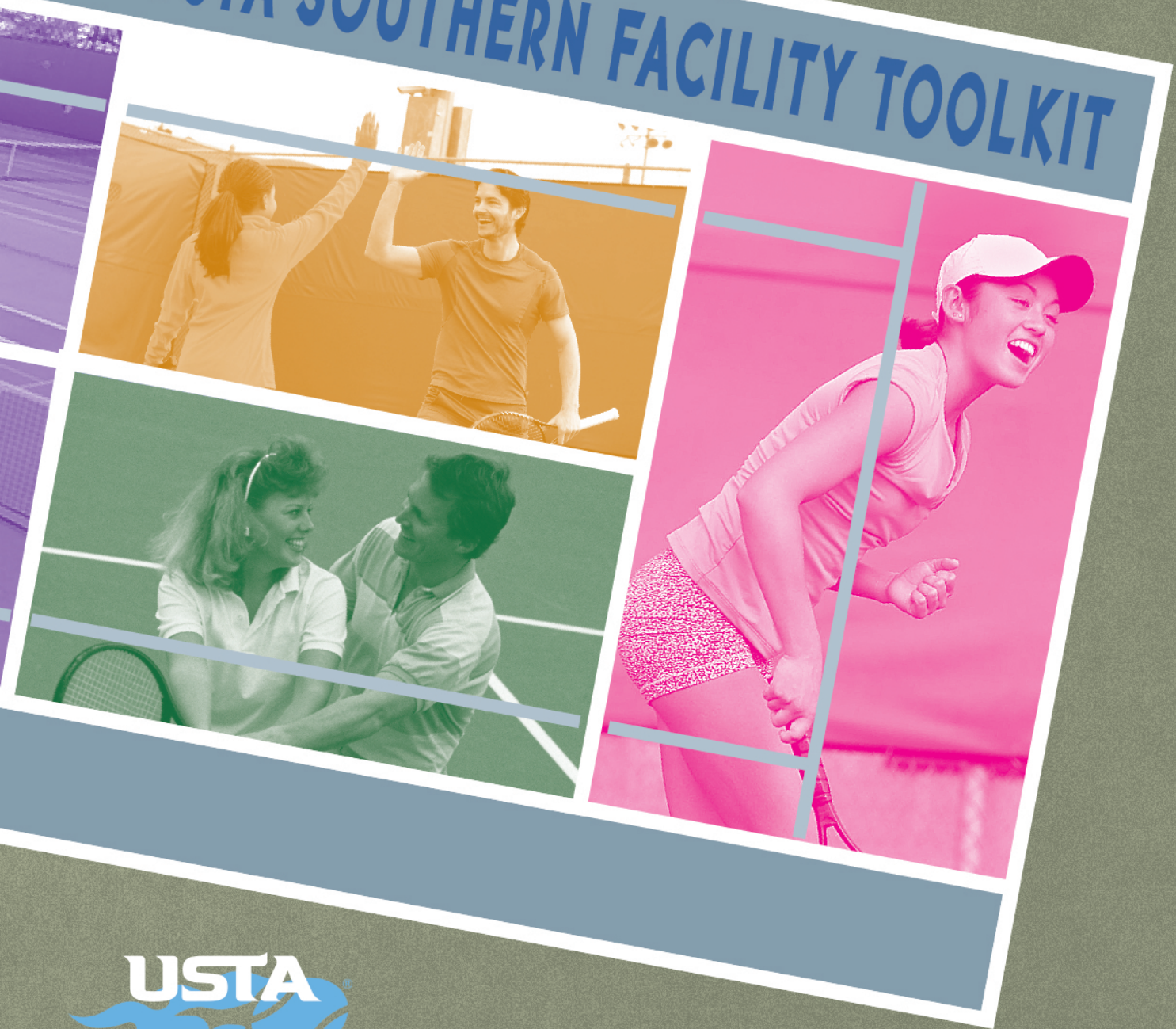


MAKING TENNIS MATTER

A USTA SOUTHERN FACILITY TOOLKIT



MAKING TENNIS MATTER

A Grassroots Guide to Growing Tennis in Your Community with the Help of USTA’s Facility Assistance Program

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IMPORTANT LINKS

[USTA Facility Assistance grant program](#)

[USTA Southern Build It Forward grant program](#)

[Download presentation](#) to give to community leaders.

Contact us: [Robin Jones](#) or [Cee Jai Jones](#) for more information.

The Tennis Industry Association is the research source for the tennis industry. For a broad spectrum of topics with a focus on key messaging points and industry efforts, [click here](#).

Prepared by the [USTA Southern Community Tennis Committee](#)



I. INTRODUCTION & PURPOSE

If you're reading this toolkit, you already have a desire to make a positive change in your tennis community. This toolkit is a simple guide intended to evoke thought and to help you formulate ideas on how you can achieve your goals by working with the USTA's Public Facility Assistance Program. If you build it - we will help!

Taking up the cause for tennis is not a small commitment. Having tennis courts constructed in your local public park, for instance, can involve wading through levels of bureaucracy and take years from start-up to completion. The rewards, however, are immense. If you believe in tennis and all the benefits it brings to your community, then your efforts will be richly rewarded.

The work of building a tennis center falls into two distinct categories: (1) conceiving your project and (2) carrying it out to completion. Along the way there are many tasks to tackle and many people to contact. But remember, you are not alone. There is strength in numbers and, chances are, there are plenty of people in your community who share your goals and interests. Don't be afraid to ask for help; having friends and allies will pay off in the long run.



II. GETTING STARTED WITH WITH YOUR DREAM PROJECT

Develop a clear idea. It is very important to stay focused during this process. A big part of that is having a very clear, concise idea of what you want to accomplish. If you know exactly where you're going, it's easier to stay on track. In developing a clear, concise idea, remember the following:

- What do you want and why do you want it?
- Know how you will define success. What is your desired outcome?
- How does your idea/plan address concerns of local decision makers?
- How does your plan positively affect the local community?
- Is your mission specific and targeted?

Whether you are resurfacing a local bank of tennis courts, converting one court to a bank of permanent 36' tennis courts, or building a brand new facility, make sure your desires and goals are distinct and clear. You should be able to explain your idea/project in a single sentence. If you cannot, the idea is not as clear as it needs to be.

Do your research - Making sure you've covered every angle is critical to the success of your project. Be sure to research the local policy priorities and be prepared to show how tennis-focused programming can benefit your community as a whole. Explore the website of your local city or county government, focusing on:

CITY

- Government structure
- Past minutes of city council or park board meetings
- City council and board meeting schedules and time lines (You may need to present at one of these)
- Makeup of the city council. Do you know any councilmen or councilwomen? Do you know anyone else who does? (Especially those in the tennis world).

PARKS

- Park Master Plans - you can walk right into your local park department and ask for these
- Park budgeting process (see presentation within this toolkit to learn more)
- Board contact information. Again, do you know any of these board members?
- Staff contact information
- Proposed local bond referendums

Others - Remember also to seek participation from all sectors of your community. This is an opportunity to build bridges and form new alliances. Having people who support you and your mission will make the process of securing your project that much easier - and that much more fun. It is always more rewarding to share your success with others. Potential supporters and funders include:

- Local tennis groups, CTAs, NJTLs, Tennis Service Reps, wheelchair and adaptive players
- Educational organizations such as local public schools and colleges, as well as tennis coaches, teachers, school boards and parent/teacher and booster organizations

- Local park authorities such as park boards, park and rec departments or commissions
- Health care agencies
- Law enforcement groups
- Youth serving non-profits (e.g., Boys & Girls Clubs, YMCA)
- Media organizations
- Chambers of commerce
- Visitors bureaus

Of course, to gain the interest of a decision maker, you need to first meet and engage him or her. To meet and familiarize yourself with the decision makers in your community, try the following:

- Attend chamber of commerce events in which public officials will be in attendance
- Find out if any public officials or their family members play tennis
- As an individual, participate in local election campaigns so you can get to know the issues and the people

Never rule anyone or anything out. You may be surprised by who wants to help you.

Meeting with decision makers - How you contact a decision maker differs greatly depending on what type of project you wish to pitch. Here are two ways to gain an audience with the decision maker of your choice.

Attend a city council/school board/park board meeting.

- The times and locations of these meetings is a matter of public record and is public information and should be available on the city website.
- Most meetings have a space of time that allows the public to speak, but make sure you sign up in advance. Bring allies with you!

Contact a decision maker directly

- The contact numbers for all public officials are public information. Call and/or email the decision maker's office and try to schedule a meeting.
- Allow some time for the decision maker to respond to you. If you don't hear back in two weeks, try again.

- Do not get discouraged if you do not gain an immediate audience with your decision maker. You may get a member of the staff or have to meet with a lower level group at the outset. Use this opportunity to gain allies and to hone your presentation skills for your target audience.

III. THE CASE FOR TENNIS

An important part of any presentation will be to convince the decision maker to invest in tennis. Cities, schools and charitable organizations are presented with any number of athletic and non-athletic options in which to invest, from youth soccer to recreation centers for basketball and volleyball, theaters and auditoriums, etc., so you need to be able to convince them that tennis plays a role of equal, if not greater importance than those others.

Essentially, you need to answer this question for them: Why tennis? For any tennis campaign, the general and wide ranging benefits of the sport will be a core part of achieving your success. Here are a few ideas to stress in any presentation.

A GROWING SPORT THAT STIMULATES THE LOCAL ECONOMY

1. Tennis is the only traditional sport whose participation increased from 2000 to 2012. As participation rises, so does the demand and need for new facilities and increased programming.

2. Positive impact of tennis facilities:

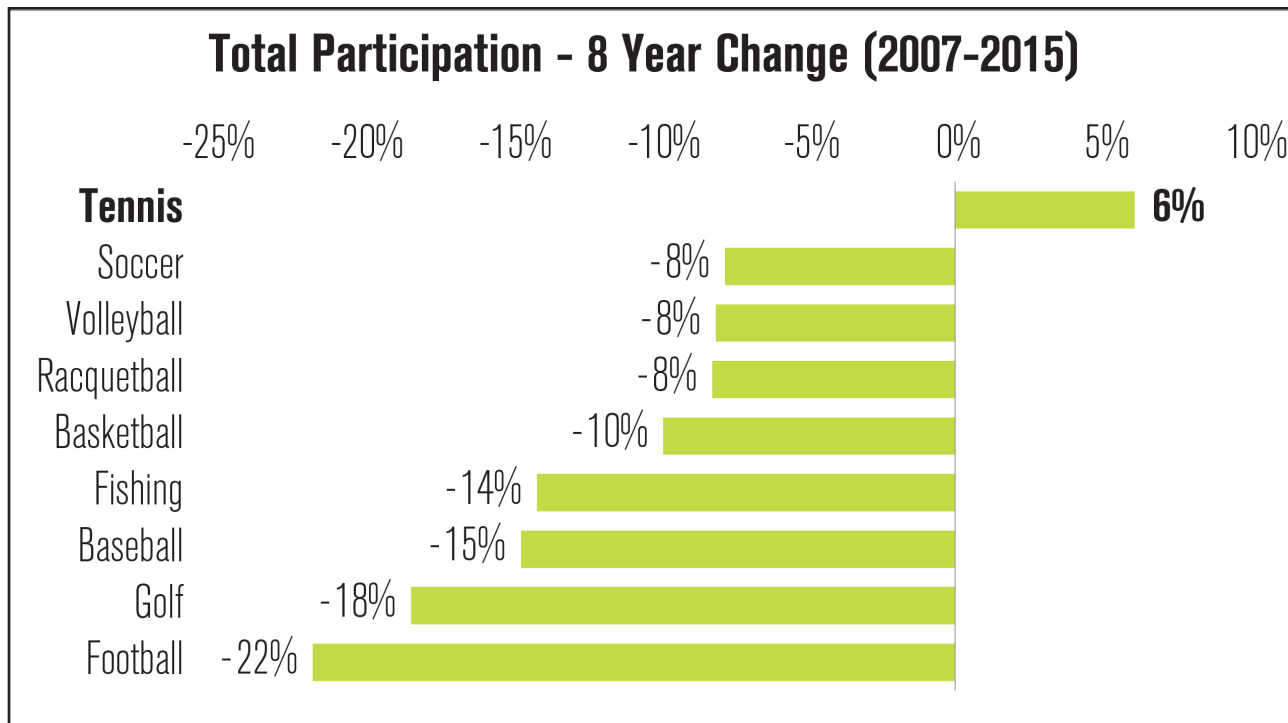
- Boosts commerce and culture
- Rebuilds communities
- Brings communities together
- Creates jobs
- Attracts state/regional/national tournaments that increase economic impact (city hotels/food/retail establishments) and serves as a boon to the local economy.
- Increases national exposure of city as a tourist destination

TENNIS INDUSTRY ASSOCIATION'S TENNIS TALKING POINTS

The Tennis Industry Association has compiled recent highlights that cover a broad spectrum of topics regarding the tennis industry, with a focus on key messaging points and industry efforts. The TIA is the research source for the tennis industry, tracking participation numbers along with tennis equipment sales, tennis retail and facility trends, and additional market intelligence.

Click here to download the complete four-page Tennis Talking Points document.





ONE OF THE HEALTHIEST SPORTS TO PLAY

Few sports have the range of benefits and life-long enjoyment as tennis

- Participation in tennis is multicultural, multigenerational, and involves people from all socio economic walks of life.
- Tennis fights obesity
- Tennis can help kids by keeping both

mind and body healthy

- Tennis is a great anaerobic and aerobic exercise
- The USTA offers strong educational and tennis programming to get kids engaged and increase their participation in the sport.



Tennis—A Total Body Workout

Head to toe, tennis is the ultimate workout.

There aren't many sports activities that test every part of your body. Basketball and soccer are good for your legs and your aerobic health. Weight lifting makes you stronger. Tennis takes care of everything. It requires **QUICKNESS** and **AGILITY** to get to the ball,

CORE STRENGTH to get power into your shots, **STAMINA** to be able to play for a couple of sets, and **MENTAL TOUGHNESS** to stay on step ahead of your opponent. All that occurs while having fun, working off stress and energizing your sports.

Here is what tennis can do for you.

Head

Tennis sharpens the mind as it sharpens the body. Every time a ball is hit, you must react and respond quickly. And, if you're going to be successful, you must map out a strategy to use against your opponent. This helps keep your brain agile and young ... and helps relieve tension.

Arms

Swinging a racquet for an hour or two will help tone your biceps, triceps, shoulders and forearms, and will leave you stronger and more sculptured throughout your upper body.

Flexibility

Tennis forces you to stretch dozens of muscles all over your body, including a few you probably didn't know you had.

Legs

Your leg muscles—your calves, hamstrings and quadriceps—get a full workout from playing tennis. What's more the powering, explosive movements you make in tennis, such as taking a first step toward the ball or changing direction in a split second, are great for strengthening your "fast twitch" muscle fibers, what are essential to explosive, anaerobic types of activity

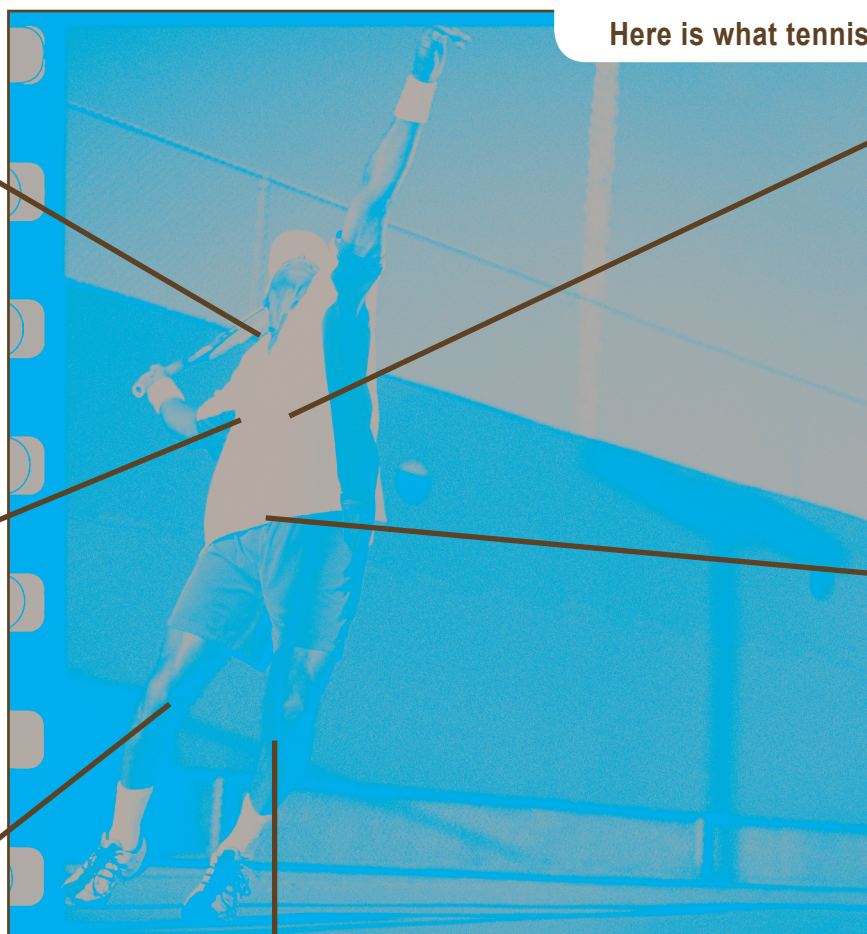
Heart

Interval training is a great way to improve heart function, and tennis trains the heart in an interval fashion.

Your body works at a higher level as it runs around the court and then recovers at a lower intensity during the 20 to 30 seconds between points. This is the exercise routine often used on treadmills and elliptical trainers—but a lot more fun.

Abs

Core strength may not be a hot workout topic these days, but tennis players have known about it for years. That's because the core or trunk, which includes your abs and lower back muscles, does the hard work when you hit the tennis ball. It not only keeps you balanced as you turn, it provides the power in your strokes, along with your legs and upper body.



IDEAL SPORT FOR EDUCATION AND YOUTH DEVELOPMENT

1. Tennis and educational after-school programs support the core mission of schools by increasing kids' attachment to school, improving attendance, and thereby helping to improve academic performance.

2. Along with its obvious physical benefits, tennis also builds discipline, confidence and

independent thinking. Tennis teaches responsibility, respect, and a strong work ethic. Tennis requires alertness and tactical thinking. It's also a great sport to improve hand-eye coordination and agility.

The text below was developed by the USTA Foundation after an extensive study was performed.

IV. WHAT'S CHANGED IN TENNIS OVER THE PAST 10 YEARS? COMPILED BY USTA FOUNDATION

A lot has changed in tennis over the past 10 years. The old model of one or two tennis courts and generally singles play has gone the way of the dinosaur. The majority of tennis today is played with teams and it is heavily programmed.

70% of tennis is played in Public Parks. This surprises people and helps build the case that tennis is for EVERYBODY, it is not an exclusive country club sport. In fact, tennis has historically been a traditional, or core facility for parks and recreation departments.

What has changed is the delivery of tennis?

Many important changes have been seen in community tennis over the last decade. Tennis complexes, or multiple tennis courts, are being built in one location rather than the old 2, or maybe, 4 court facilities. Similar to softball pinwheel complexes, tennis complexes create synergy and bring people together. The USTA's youth initiative has changed tennis court design to make it easier for kids to

learn and play tennis. The blended lines are now standard for courts. And many communities have built permanent kids courts. We are seeing many of the old 2 court facilities being renovated into kids courts ... you can get 4 kids courts on one full sized court. Very importantly, communities are maximizing the benefits of their investment in tennis facilities by programming the heck out of them. We now want to see all courts programmed at all times. Why would you invest in a facility only to leave it vacant just "in case" someone wants to walk on to play? The old philosophy of leaving courts open/ unscheduled for walk on public play is no longer valid, just as softball fields would not be left unscheduled. Programs activate the facilities and get families and people of all ages outside and active! Tournament play attracts visitors and visitor spending provides an economic boost to communities.

With the help of the USTA's Facility Assistance Program, you can help your community build facilities that can be well programmed and heavily used.



WHY TENNIS?

USTA FOUNDATION SPECIAL REPORT: MORE THAN A SPORT – TENNIS, EDUCATION AND HEALTH, is the first nationwide study to compare the education and health profiles of youth tennis participants with participants in other contact and non-contact sports, as well as students who do not participate in sports.

54,048
OF 8TH - 10TH GRADERS
SURVEYED

4,278
OF TENNIS PARTICIPANTS
INCLUDED

YOUTH WHO PLAY TENNIS...

Get Better Grades



Spend more time studying

Have college aspirations



More say they will graduate from college

Are better behaved



Fewer are suspended or expelled

Are more community-minded and well-rounded



More are engaged in extracurricular activities

ARE HEALTHY AND LESS PRONE TO RISKY BEHAVIORS



Less binge drinking, cigarette smoking and are less likely to be overweight or at-risk for being overweight.

TENNIS PARTICIPATION POSITIVELY INFLUENCES THE LIVES OF U.S. YOUTH ACROSS ALL SOCIOECONOMIC LEVELS.

The USTA Foundation's mission is to support local programs for under-resourced youth through the powerful combination of tennis and education.

For the full report, visit USTAFoundation.com

Sabo, D., Yelco, P. and Robinson, L. (2013) More than a Sport: Tennis, Education and Health. White Plains, NY: USTA Foundation. Published January 2013, by USTA Foundation, 70 West Red Oak Lane, White Plains, NY 10604 © 2016, USTA Foundation. All Rights Reserved.

U. USTA FACILITY ASSISTANCE PROCESS OVERVIEW

To be eligible for a financial investment in your project from the USTA, all technical aspects of the project must be approved by our engineers before work begins on the facility. We will go back and forth with written comments/recommendations that need to be addressed by you, (the client) in writing. It may be necessary for the client to obtain updated contractor proposals or engineered detail drawings depending upon the breadth of your project, in order to meet USTA and tennis industry standards. This is considered our technical review phase and can take several months to complete.

A complete rebuild and/or new construction requires engineered detail/construction drawings. This requires the assistance of a local engineer. Without these, there are no real guidelines for the contractor to follow. Our review and recommendations ensure the facility will be built correctly and to industry standards as written by ASBA and USTA in ***Tennis Courts: A Construction and Maintenance Manual***. A complimentary copy is available to all facility assistance clients.

A resurfacing project does not require detailed construction drawings, however it requires that the contractor tell us and the client in detail how they will perform the work so we can all be assured that the work meets tennis industry standards, and that the client and USTA's investments are protected. Without this information there are no assurances that the project will be completed properly.

We need to review the above items relevant to either repair and/or construction methods before we will invest in a project to be certain the longevity and integrity of the facility is protected. We work with contractors and engineers to protect our clients/grantees. Once the technical review is completed, and if the project is approved by our engineers, we will release a funding application. The technical review process prepares clients to complete and

submit the funding application. It is recommended that all client correspondence and requested documents and photos be kept in a file that can be easily accessed by the client if/when a funding application is released.

The funding application looks at a variety of issues but the most important consideration is how well the courts are programmed. The courts must be open to the public, some and/or all of the courts must be lined for 36' and 60' tennis, and the courts need to be programmed for all ages to play tennis. We look for a robust program including 10 and under lessons as well as Junior Team Tennis, adult lessons and USTA adult/senior leagues using the courts.

The USTA does not provide funding for courts that do not have 36' and 60' lines used by youth, beginner, adaptive, senior, and POP Tennis players. The USTA supports what the ITF (International Tennis Federation) sanctions. ITF rules do not allow pickle ball, basketball, or any other sport lines on a tennis court surface. Therefore, we cannot fund courts painted with lines other than those sanctioned for tennis. The funding application also asks for information on how the project will be funded. The USTA will not make a funding decision until the majority of funds to pay for the project are in place. Once our funding decision is made the facility has 18 months to complete the project. After this time, the grant funds may be forfeited. Please note that USTA Facility Assistance grants are very competitive and very few facilities meet the criteria for full funding.

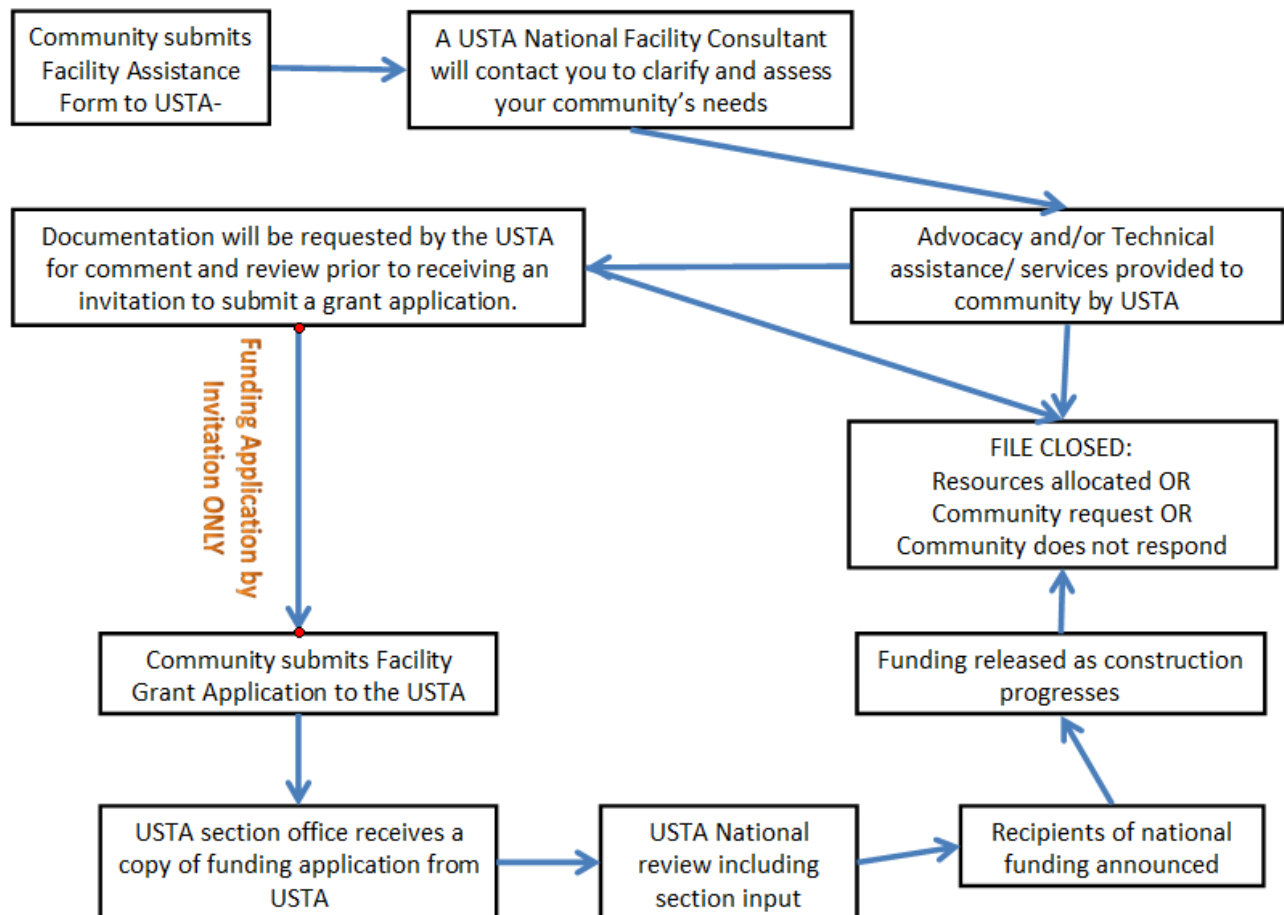
Commencing with construction or bidding out the project before our technical review has been completed and a funding application has been released, will jeopardize any potential funding. The process can take several months or longer, so this should be calculated into the project timeline. Your USTA Facility Consultant will walk you through all phases of the Facility Assistance Process.

VI. GUIDE TO USTA'S FACILITY ASSISTANCE PROGRAM



See below for helpful hints, important dates, and available resources.

- STEP 1:** Complete and submit an on-line Facility Assistance Form to notify the USTA of your project timeline and needs. This form is available at www.usta.com/facilities. A successfully submitted form will generate an automatic e-mail notification of submission. This form can be completed at any point during the year.
- STEP 2:** You will be contacted by a USTA representative within 30 days of submitting your Facility Assistance Form. This confirmation process helps the USTA understand community needs and allows communities the opportunity to understand the services offered by the USTA. Expectations of both parties should be clarified to the degree possible knowing that facility work can be a fluid process.
- STEP 3:** Your community record will stay active as you progress through stages of advocacy and technical assistance and will close once assistance from the National Governing Body is no longer needed. Funding Applications are released by invitation only.



[Click here](#) to download the complete three-page document.

VII. IF YOU'RE A COMMUNITY COORDINATOR

Community coordinators have a special role to play in the growth of tennis. Below is one example of how you can contribute to the growth of tennis and working with local municipalities from Western Wake Tennis Association in Cary, North Carolina, courtesy of Laura Weygandt, WWTA Community Coordinator.

Western Wake Tennis Association, the USTA's 2016 CTA of the Year, is the CTA that covers western Wake County which includes the towns of Cary, Apex, Morrisville, Holly Springs and Fuquay-Varina. WWTA is very lucky to have a "tennis town" in Cary. Through great vision and leadership, Cary built and successfully runs a facility with 29 regulation courts and 4 permanent 36' courts. They also have outlying courts that bring their total number of courts to about 55. They have great programming and with the support of USTA and WWTA, adult league tennis grew over 300% from 2003 to 2010. The area also showed a marked increase in Junior Team Tennis and youth programming. Unfortunately, they were the only town with any real programming and in some cases the only town with usable courts in the WWTA area.

Western Wake Tennis Association was so concerned about court availability that they hired a community coordinator whose primary responsibility was to advocate to the towns to build or improve courts in Apex, Morrisville, Holly Springs and Fuquay-Varina and Cary clearly got the big picture and had improvements and additional courts already on the plans. The other towns had no new courts on their master plans. Here are the additions/changes in the WWTA area.

Apex

- Resurface and fix drainage on 6 court facility
- Resurface and redesign of 2 court facility into 1 court plus 4 36' courts
- New 5 courts plus 4 36' courts

Morrisville

- Attempted to get 3 courts resurfaced but through USTA technical expertise, discovered the underlying problems were so poor that a resurface that didn't address the issues would result in problems coming right back. The USTA was able to help them avoid an attempt at a costly repair that would not work, and the town is now working on a plan for a permanent fix in the future.
- Three courts in new park.
- Five new courts added to the park master plan in an existing park

Holly Springs

- One regulation and two 60' courts added at existing park
- Eight new courts and four permanent 36' courts at new park

Fuquay-Varina

- Resurface and brought into joint use six high school courts
- Four court resurfacing project

To get started, the community coordinator researched the master plan for each town, population, growth potential, current parks, and more. Much of this information is on each town's website. After obtaining this information, the next step was to talk to key tennis people in each town. Some of the towns had pros who ran programming or there was a tennis enthusiast who

could provide valuable information.

Information on tennis was gathered and put into a presentable form. The information included national, statewide and local tennis statistics. Tennis was still growing nationally, at a higher rate in North Carolina and at an even higher rate in our area. The numbers definitely supported building more tennis courts. Also included in the information were the benefits of tennis, potential for revenue, standards across the country, and in some cases a layout of potential programming of the courts.

The next step was to go to some Town Council meetings and Park & Recreation Advisory Board meetings. It was important to be prepared when going to those meetings because there was an opportunity to talk, particularly in the smaller, less formal settings. It was important to get to know the people who would make the decisions and gain their trust and support. And it was important to have other tennis supporters present at these meetings as well.

Whenever they asked for information, the

community coordinator made it a top priority to get an answer or to get them to the right person to get an answer. And then follow up, follow up follow up. If the town sees that you are dedicated and passionate they will listen to what you are saying. They have a lot of people talking to them about their sports, which are all important, so you have to get them to see the advantages of tennis without putting down other sports. Having information to back up claims is key.

Also key to these projects were funds available through USTA and USTA North Carolina (Raise the Net). Not many things speak louder than money and having those funds available definitely helped with the resurfacing projects.

In retrospect, the two factors that most influenced the court projects in the WWTA area were funds to grant to the projects and having someone dedicated to advocating for courts over that time period. Our next steps are to support programming on the new courts is to fill them up and then start advocating again.

VIII. PRESENTATION TO COMMUNITY STAFF

Many civic leaders and government staff need to be educated on why an investment in tennis is a good investment in the community.

The If You Build It, We Will Help presentation provided here ([download](#)) can be downloaded and customized to suit the needs of your community. There are valuable notes at the bot-

tom of each slide to help you speak to the various issues that make tennis an important part of every community whether it be for physical and mental health benefits, teaching life skills to youth, or as an economic development tool for your area.

Use as much or as little of this presentation as you like to help bring a better understanding of the importance of tennis to civic and government leaders in your community.

IX. PARKS AND RECREATION

HOW YOU CAN HELP EACH OTHER

INTRODUCTION

In the previous section you read about Western Wake Community Tennis Association's success advocating local government support for tennis court development. This section, written from the parks and recreation perspective, will help you navigate local government. With an estimated 70% of tennis played on public courts, the growth of tennis is dependent on local government support for maintaining existing courts and building new courts.

During its first 10 years of inception the USTA's Facility Assistance Program has granted over \$12 million to projects across the country. These grants have leveraged over ten times more (\$120 million) in local government funding, private donations, municipal bonds, and state and national grants for tennis court construction and renovation. A 2014 survey of parks and recreation agencies that received funding assistance gauged its impact on tennis programming. Almost 70% of the respondents indicated that the assistance had a "significant impact" or "it jump-started or transformed our program." A sampling of comments received from the survey included:

- "Without the grant the courts would not be able to be repaired."
- "Became leader in area in 10 and Under Yennis."
- "Courts were not playable prior to this project."
- "Tennis courts are used every day and evening."
- "General interest in tennis has increased

from kids to seniors."

- "The kids and parents love the short courts and the kids have pride in ownership."
- "Best thing that has ever happened to our tennis program!"

We can build on these successes by strengthening the ties between CTAs and parks and recreation departments. All too often stories circulate about the lack of cooperation between CTAs and parks and recreation departments. Common themes can be found in many of these unfortunate cases. CTAs relay that tennis is a low priority for their local government, policies require that valuable court time remain available for open walk-up play, and that there is an aversion to change. Parks and recreation staff find that CTA members' approach can be demanding and that they bypass staff, politicizing issues. Both groups complain about a lack of communication and follow-up.

Like CTAs, not all parks and recreation departments are created equally. They differ in funding and staffing levels, organization structure, the quality, quantity and diversity of recreation facilities and programs, and service delivery philosophies and options. The parks and recreation staff wear many hats, juggling multiple priorities in a political environment. They answer to administrators and managers, elected officials, appointed advisory groups, community-based organizations and the general citizenry. Demands for services often outpace funding support. Your knowledge of the demands, operations and planning processes of your parks and recreation department will help you target your advocacy efforts for improved results.

BUILD THE RELATIONSHIP

In Florence, South Carolina, tennis has earned the backing of the city, area business, the media, and the public due to the successful relationship that was built over time between the city and the Florence Tennis Association. FTA leaders identified the following key elements critical for building their successful partnership:

- Persistence
- Patience
- Person-to-Person Communication
- Community Advocacy

These common key elements were also critical to W/WTA's success story and can be found in other successful CTA and local government partnerships across the country. It is important to realize that all successful CTA partnerships with local parks and recreation departments require ongoing relationship building. There are many steps along the way to forming a strong, sustainable partnership.

TAKING THE FIRST STEP

It is up to you to initiate contact and begin relationship building with your parks and recreation staff and decision makers; do not expect the local government officials to come to you. While most parks and recreation department staff include expertise in other traditional sports such as softball, baseball, and basketball, many departments do not have in-house tennis programming expertise. Schedule an appointment with the department director to learn more about the department operations. Open the conversation with a compliment, relaying a positive experience that you or a family member enjoyed on a recent park visit or participation in a recreation program. Use this

time to introduce your organization and open the door for future dialogue.

Your listening skills are most valuable in this first meeting. Inquire about current issues or challenges currently facing the department. Learn where the responsibility for tennis falls within the department structure. What are the existing tennis court policies and practices? Are there any current plans to expand tennis opportunities? How can you help? This knowledge will inform your advocacy strategies.

PROGRESSING THE RELATIONSHIP

Trust is the foundation of strong partnerships. Each contact that you have with a local government official builds on the previous interaction. Focus on opportunities for small successes first, then leverage those for more significant impacts. Identify and engage respected community leaders and government officials that either play tennis or have family members that play. Their support of your efforts will help you win the trust and support of key decision makers.

All parks and recreation departments rely on volunteerism. Position yourself and your CTA as a supporter of parks and recreation (not only tennis) by volunteering for established volunteer programs such as "Adopt A Park" or a community build playground project. Volunteer to conduct a Play Day for kids at one of the park tennis facilities. Donate youth sized nets, racquets, and balls to be used for indoor summer day camp activities. These efforts build good will and illustrate your commitment to service to the community. Do not over commit and always follow through with your commitments.

Most departments have parks and recreation citizen advisory boards/commissions appoint-

ed by the elected officials. Get involved! Attend a parks and recreation advisory board/commission meeting. Request to be included on an agenda to provide information about how tennis supports broader parks and recreation goals and the USTA Facility Assistance Program. Better yet, apply to become a member of the board/commission. As a board/commission member you will be in a position to influence tennis development, but beware of becoming a single issue board/commission member. They rarely survive reappointment! You must realize and accept your primary role to advise and support the broad based goals and initiatives of the parks and recreation department. And do not forget to invite a parks and recreation staff or advisory board member to serve on your CTA board!

UNDERSTANDING HOW LOCAL GOVERNMENT WORKS

Tennis advocacy should occur year-round through relationship building with the parks and recreation department staff, advisory board and elected officials. However, there are specific times for focused and more formal advocacy during local government planning and budget processes. Understanding how local government works is critical to successful advocacy for tennis facility development. Persistence, as WWTa's and Florence's efforts illustrated, pays off. However, it is unrealistic to expect a short turn around for a project that requires a significant capital investment. This section provides valuable insights into key local government processes and highlights the ongoing need for advocacy over a long period of time.

COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

Capital project development begins with the development of the Comprehensive Parks and Recreation Master Plan, a 10-20 year long range plan that is typically updated every 5 or 10 years. The Comprehensive Master Plan guides future development of parks and recreation facilities, establishing level of service (LOS) standards and setting funding priorities. Public input, gathered through public meetings, focus groups, stakeholder interviews, and surveys play an important role in the development of the plan. Tennis advocates must take the initiative to know the timing of the plan, attend all meetings, and actively participate. You can even request a focus group meeting, or interview, specific to community tennis issues. For long term success, focus your efforts on impacting the following three aspects of the Comprehensive master plan recommendations:

1. Level of Service - The LOS for recreation facilities is expressed as the number of residents served per facility. As an example a LOS for tennis courts of 1 court per 4,000 residents indicates a greater community emphasis on tennis than a LOS of 1 court per 7,000 residents. The final plan document will likely include a LOS for tennis along with a LOS for other recreation facilities such as ball diamonds, soccer fields, playgrounds, etc. Calculate your community's existing LOS for tennis and compare to other communities that have thriving tennis programs. Do you have participation data and other anecdotal information to support a higher LOS?

2. Typical facilities per park type - Park classifications establish not only the acres per

1,000 population for each park type but often also establish a list of facilities, or amenities, appropriate to each park classification. For instance parks are classified by their acreage and service areas. A neighborhood park may be 10-15 acres and serve a mile radius while a community park may be 20-30 acres and serve a 2 mile radius. Often, the plan will identify the type of recreation amenities appropriate for each park type. Advocate that tennis courts be included as an appropriate amenity for each of the different park types.

3. Capital Plan - A final, and very important, step in the plan development is the creation of a prioritized fiscal year list of recommended park and facility projects with estimated project costs. This list will form the basis of consideration for future capital improvement budget funding and inform bond referendum issues. Study the plan. Do new or renovated tennis court projects appear in the early years of the plan? What level of funding is included for tennis facility development over the life of the plan?

ANNUAL BUDGET

Annually, communities adopt a fiscal year Operations and Maintenance (O&M) Budget, a Capital Improvement Budget (CIB) and a Capital Improvement Plan (CIP), typically 5 years. The public budget development process is a critical time for the tennis community to influence the inclusion of funding for tennis. Prior to the budget approval, public hearings are held. It is important to follow the budget schedule closely, and utilize all available communication forums to advocate for funding for tennis programs and facilities.

Staffing, supplies, and maintenance and re-

pair funds are included in the O&M budget. This is where you would find funding for such items as salary or contract dollars for tennis instructors, court supplies such as nets and wind screens, court maintenance, fence repair, etc. Funded design and construction projects are included in the CIB. Those capital priority projects that do not receive funding in the current fiscal year CIB, will be included in the CIP.

While the Comprehensive Master Plan established a “map” for development, the projects are reassessed and reprioritized annually. New projects may surface based on perceived or actual community needs. Remember that the budget process is also a political process. Local governments face multiple demands with limited resources and difficult priority choices must be made. Do your homework and develop your proficiency for concisely communicating, using relevant data and anecdotal information, the case for tennis.

PROJECT DESIGN AND DEVELOPMENT

Even following the adoption of the annual CIB, it is not too late for advocacy to influence development. The final menu of facilities to be included in a funded new or renovated park project may not yet be absolutely determined. As a new park project is initiated, a site concept and master plan is developed, again, through a public process.

If tennis courts are being considered for the park, the tennis community must stay involved with the project to not only impact the scope and scale of the tennis project, but to assure that the courts are not eliminated due to budget constraints or replaced by an alternate amenity. If tennis has not been considered for this particular park, advocacy could move tennis onto the “list” for consideration. Often

citizen steering committees are established to shepherd the park design project. Volunteer to serve, but remember that your steering committee member responsibilities require support of parks and recreation beyond that of tennis advocacy.

KEY TAKEAWAYS

- Facility development projects take several years from project inception to opening day. Local government processes are structured to provide public input and deliberation. While the process timeline may seem excruciatingly lengthy, it provides you the opportunity to build and communicate your case for funding tennis. Persistence and patience are required!
- Do not underestimate the need to develop relationships with community

leaders, parks and recreation staff, and local government decision makers. Informal advocacy establishes a foundation of trust that will maximize your formal advocacy efforts and partnership opportunities. You must invest in person-to-person interactions.

- Do your homework! Understand the needs of your community, be able to identify current issues, and learn how to navigate the decision making process. Your advocacy and partnership building strategies must be based on a foundation of knowledge about your local government.
- Realize that your advocacy role never ends. Celebrate your successes along the way and always remember that your grassroots efforts positively impacts the growth of tennis and impacts lives!



X. PROJECT FOUNDATION WORK PAGES

Below and on the next page is a tool that can be used for each project you embark on.

You may need all of the suggested information or just some of the information. These sheets will help you formulate your project and create a strong foundation on which to build.

PROJECT FOUNDATION WORK PAGE #1

1. State your goal in one sentence.

2. Who can give you what you want?

3. What is the message that will get you what you want?

4. Who will spearhead and/or co-spearhead your efforts?

Can this person effectively lead discussions and set agendas?

Does this person have the time to devote to this cause? If not, select a co-chair to help.

5. Who will be your core leaders?

(Select 4-6 dedicated individuals from varying organizations if possible.)

What key positions will they hold? (Some or all may serve depending upon your unique project)

A. City/Town Relations:

Is there an advocate for your cause who already serves on a town/city/school/college board who can keep the group updated on important meetings to attend?

What key municipal contacts will this person make?

What techniques will this person use to make contact?

B. Communications:

What tools will you use to communicate with your group and the public? (Email, newsletters, phone, etc.)

What will the frequency of updates be?

Whom will information be sent to on a regular basis?

PROJECT FOUNDATION WORK PAGE #2

C. Will you develop a website?

Media Relations:

What vehicles will you use to get the media's attention (press releases, letters to the editor, television stories)?

Is there a member of the local media who is a tennis player who can serve as an ally?

D. School Relations:

Is there someone who already sits on a school board or PTA board that is the parent of a junior tennis player?

E. Fundraising Coordinator:

Does this person have experience writing grants, or will you need a Grant Coordinator as well?

F. Treasurer:

If this project is not associated with a CTA, you will need someone to keep your books. Is there an accountant or CPA in your community who plays tennis?

If this project is not associated with a CTA or other nonprofit group, will you apply for nonprofit and/or 501(c)3 status in order to accept donations and raise funds?

G. Tennis Specialists

Is there someone familiar with the USTA organization that can help you obtain information and keep contact with your state or section office?

Does he or she feel comfortable working with municipal staff?

6. Who will be your "lieutenants"?

Think in terms of group leaders who can motivate the "troops" when called to action (for petitions, city council meetings, letter writing campaigns, etc.)

(Suggestions: USTA team captains, Lead Teachers, coaches, PTA liaisons, high school, or college club players)

XI. FUNDRAISING IN YOUR COMMUNITY

**Created by the USTA Southern
Community Tennis Association Committee**

Fundraising is one of the biggest challenges for Community Tennis Associations. Below are some ideas for fundraising along with some proven rules to help govern what you do.

GUIDELINES

- Appeal to other than tennis people. Activities can reach across interest areas to draw more participation.
- Have a mission and goals for using the money that you raise. Potential donors are more likely to give if they know how the money is going to be used.
- Develop a complete plan for the fundraiser before beginning.

RAFFLES AND AUCTIONS

- 50/50 Raffle: Sell tickets for set amount. Half is kept by the CTA and the other half goes to the winner.
- Multiple prize raffle: Sell tickets for a variety of prizes such as golf passes, TV's, trips, tickets to sporting and other events, jewelry, restaurant gift cards etc. Draw for winners in order from most valuable prize to the least. This is most profitable if the majority of prizes are donated. Don't forget that if donated to the CTA it may be tax deductible.
- Raffle for tickets: Examples would be a large tennis tournament in your area, college sports such as Kentucky Basketball, other professional sports, and

entertainment events. Set a price that helps show the value of the tickets, don't set it too low.

- Silent Auctions: These are very popular and can be done live or on-line. One successful example starts off on-line and ends with a party to announce the winners, where there is a set time to bid on the items. Remember that on-line attracts bidders that might not ordinarily participate.
- Solicit donations of time shares and sell them to the highest bidder.

ACTIVITIES

- Runs and walks: These are very popular now and in some places have reached a saturation point. They are however easy to manage.
- Midnight bike ride: Crosses into the biking interest to draw more participants.
- Sock hops. Sell tickets for the fun event.
- Bounce a ball across a county, city etc. Get pledges for distance. It can be a good tie in with the Olympics.
- Red, white and brew: Good party idea for July 4th. Charge a fee for attendance.
- Dancing with the Stars: One of the hottest fundraisers. Get well known people in the community to participate and they solicit people to come support them. Have cocktails and dinner/light appetizers while they watch and cheer.
- Recreation and in house tennis leagues: Themed leagues are popular, for instance the Monster Smash League or Snowball League. These fit in well between USTA Leagues.
- Tennis Across the State: Play tennis is

each county. Have each county raise pledges.

- Duck Race: Easy to sell ducks. Must have a suitable place to put them out to float.
- Tennis Ball drop: Ball that lands closest to the target wins. Sell the tennis balls and have the drop in connection with another event.

Rivalry week: Ties in well with college sports events such as Kentucky/Louisville basketball or Auburn/Alabama football. Have a one night tournament with an entry fee to play for your favorite team.

SPONSORSHIPS

- Paver sale: If you have a place to install pavers, you can sell pavers for whatever price you determine.
- Sponsorship signs: Set a price for sponsorships and give the sponsor a sign at the facility where you have your programs as part of the sponsorship. This can be easily adjusted into levels.
- Donations for benches and other furnishings: Select furnishings and set prices before making this option available to the public.
- Create and sell programs for events. Advertising can be sold for the programs for further income.



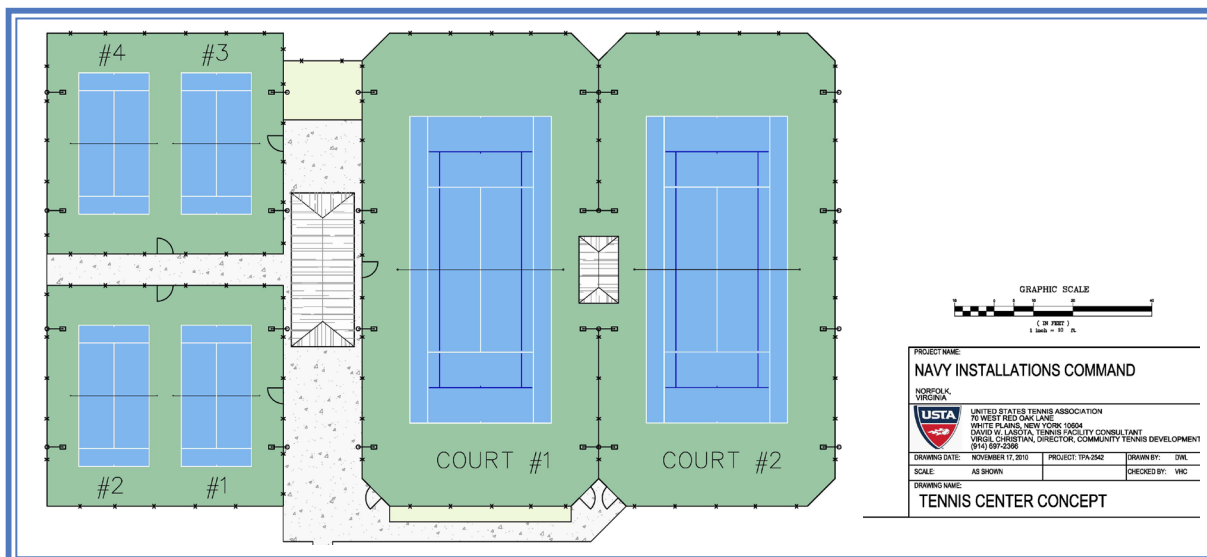
XII. SAMPLE CONCEPTUAL PLANS AND BUDGETS

As part of the USTA Facility Assistance Program, complimentary design services are offered. Having a personalized and customized conceptual plan prepared for your project goes a long way in helping leaders visualize what

might be. It is also a great asset when fund-raising. Likewise, having a sample operations budget shows leaders you've thought through the project and will assist them with fiscal presentations and planning.



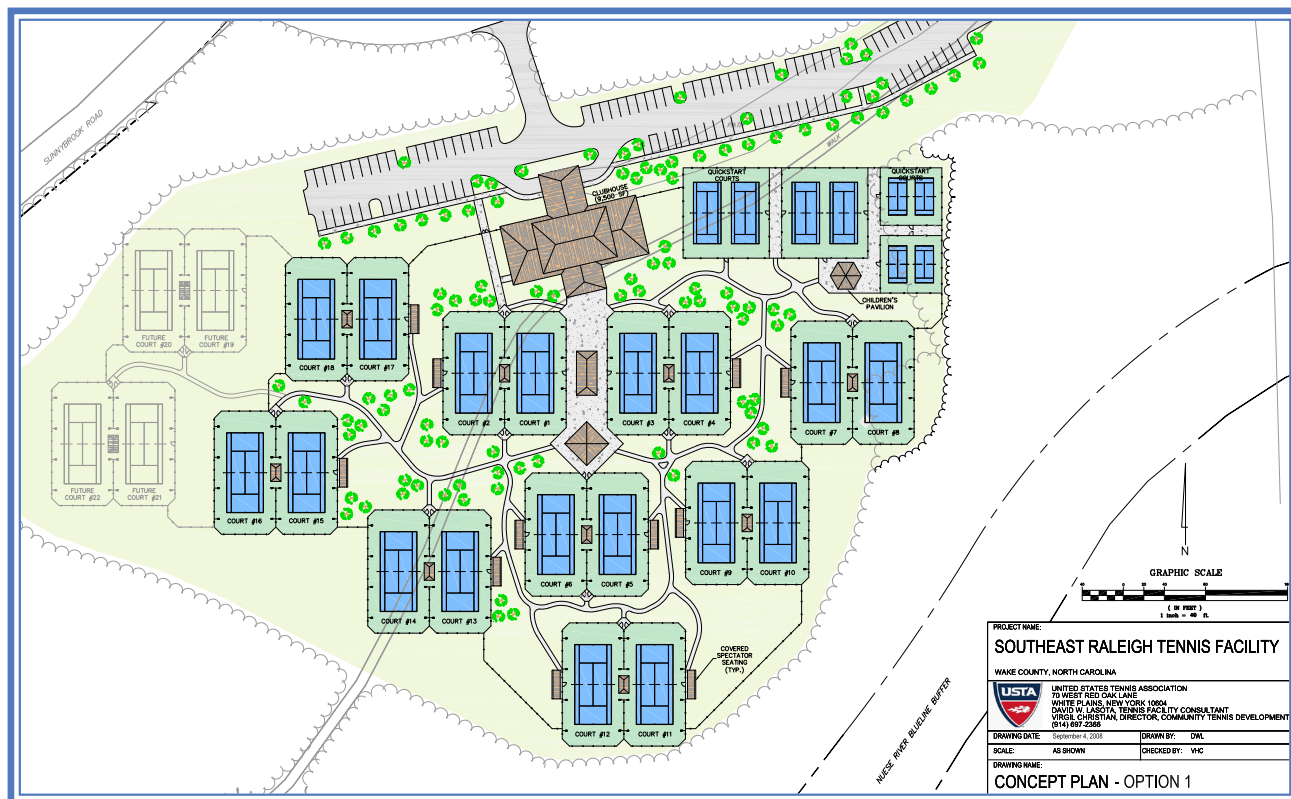
Concept Plan: Newport Park Tennis Center; Carteret County, N.C.



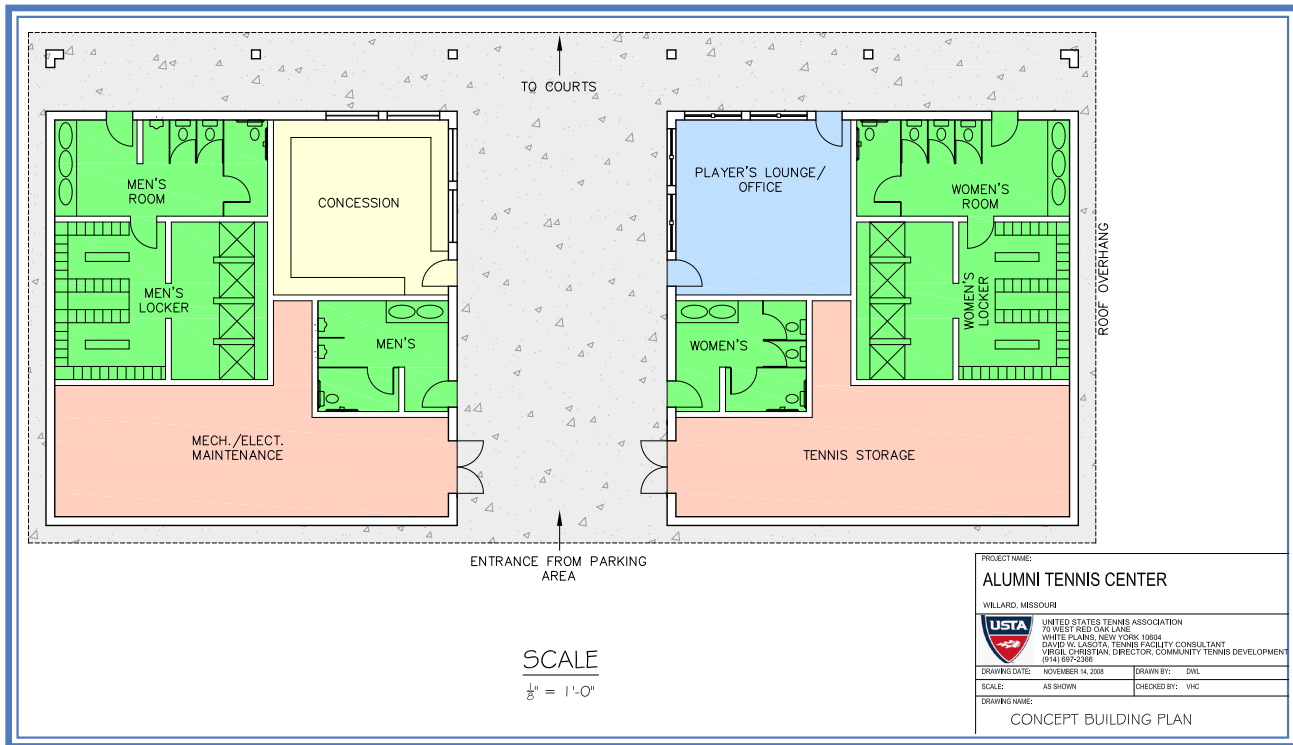
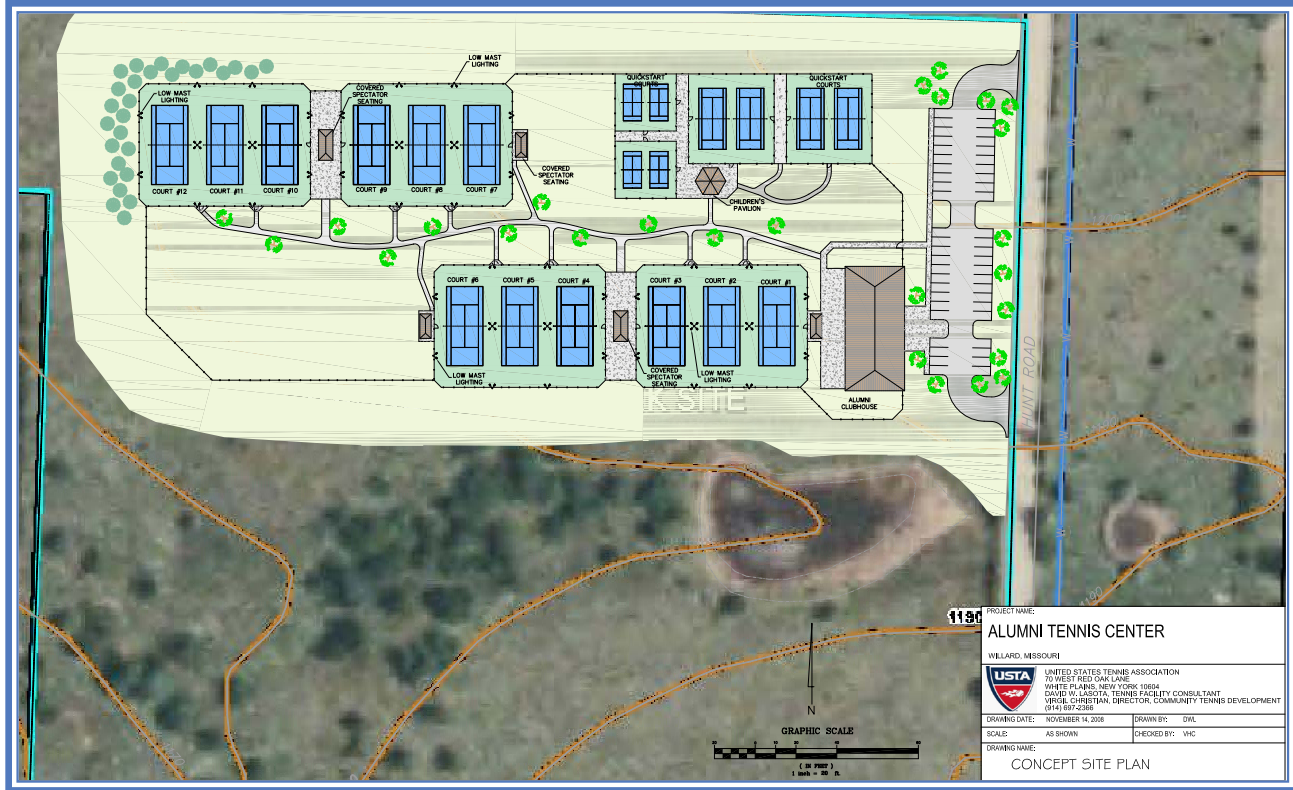
Concept Plan: Navy Installation Command; Norfolk, Va.



Concept Plan: New Orleans Hard Court Tennis Center



Concept Plan: Southeast Raleigh Tennis Facility; Raleigh, N.C.



Concept Plan: Alumni Tennis Center; Willard, Miss.

Account Number	Object Desc	Orig Budget	Current Budget	Current Expenditure Amount	YTD Expenditures	Encumbrances	YTDExp+Enc	Budget Balance	Percent Expended
110-4617-450.10-01	Full Time	75,744.00	75,744.00	3,130.20	49,394.56	0.00	49,394.56	26,349.44	65.21%
110-4617-450.10-03	Temporary/Seasonal	48,835.00	48,835.00	0.00	28,414.17	0.00	28,414.17	20,420.83	58.18%
110-4617-450.10-04	Overtime	2,125.00	2,125.00	0.00	1,355.49	0.00	1,355.49	769.51	63.79%
110-4617-450.20-01	FICA Tax Expense	8,744.00	8,744.00	213.47	5,607.96	0.00	5,607.96	3,136.04	64.13%
110-4617-450.20-03	Retirement-LGERS	3,736.00	3,736.00	150.25	2,370.94	0.00	2,370.94	1,365.06	63.46%
110-4617-450.20-06	5% 401(k)	3,892.00	3,892.00	156.51	2,469.72	0.00	2,469.72	1,422.28	63.46%
110-4617-450.20-16	Group Insurance Expense	12,218.00	12,218.00	5.85	7,213.76	0.00	7,213.76	5,004.24	59.04%
110-4617-450.30-00		1,000.00	1,000.00	0.00	168.00	285.50	453.50	546.50	16.80%
110-4617-450.30-05	Maint & Repair-Equipment	1,000.00	1,000.00	570.00	674.00	0.00	674.00	326.00	67.40%
110-4617-450.30-10	Professional Services	19,500.00	19,500.00	0.00	18,425.95	0.00	18,425.95	1,074.05	94.49%
110-4617-450.40-01	Telephone	750.00	750.00	72.05	603.61	72.04	675.65	74.35	80.48%
110-4617-450.40-04	Cellular Usage	2,500.00	2,500.00	29.19	607.02	0.00	607.02	1,892.98	24.28%
110-4617-450.40-21	Electricity	13,000.00	10,000.00	1,816.33	8,145.15	978.27	9,123.42	876.58	81.45%
110-4617-450.40-24	Water	855.00	10,233.00	618.41	5,990.57	0.00	5,990.57	4,242.43	58.54%
110-4617-450.40-26	Sewer	0.00	1,600.00	230.30	1,244.12	0.00	1,244.12	355.88	77.76%
110-4617-450.50-01	Training	854.00	854.00	0.00	-77.70	0.00	-77.70	931.70	-9.10%
110-4617-450.50-03	Lease of Computers	1,200.00	1,200.00	0.00	0.00	0.00	0.00	1,200.00	0.00%
110-4617-450.50-04	Rents	250.00	250.00	0.00	0.00	0.00	0.00	250.00	0.00%
110-4617-450.50-15	Copying and Duplicating	1,000.00	1,000.00	17.00	324.80	0.00	324.80	675.20	32.48%
110-4617-450.50-16	Advertising	850.00	850.00	0.00	0.00	0.00	0.00	850.00	0.00%
110-4617-450.50-24	Mileage Reimbursement	300.00	300.00	0.00	0.00	0.00	0.00	300.00	0.00%
110-4617-450.50-28	Bank Fees	1,000.00	1,000.00	35.00	349.86	0.00	349.86	650.14	34.99%
110-4617-450.50-53	Dues & Subscriptions	300.00	300.00	0.00	30.00	270.00	300.00	0.00	10.00%
110-4617-450.50-60	Licenses, Taxes, & Fees	2,500.00	2,500.00	96.00	964.00	28.00	992.00	1,508.00	38.56%
110-4617-450.51-01	Purchases for Resale	7,200.00	8,656.00	0.00	2,900.58	3,104.04	6,004.62	2,651.38	33.51%
110-4617-450.60-01	Departmental Supplies	23,000.00	26,022.00	89.65	4,963.68	5,553.06	10,516.74	15,505.26	19.07%
110-4617-450.61-10	Uniforms	500.00	500.00	25.00	25.00	43.50	68.50	431.50	5.00%
110-4617-450.70-08	Fixed Asset Purchases	0.00	1,450.00	0.00	0.00	1,450.00	1,450.00	0.00	0.00%
110-4617-450.90-02	Fleet Mgmt Charges	500.00	500.00	0.00	0.00	0.00	0.00	500.00	0.00%
Culture and Recreation		233,353.00	247,259.00	7,255.21	142,165.24	11,784.41	153,949.65	93,309.35	57.50%
Division Total	Aston Park Tennis Center	233,353.00	247,259.00	7,255.21	142,165.24	11,784.41	153,949.65	93,309.35	57.50%

Budget: Aston Park Tennis Center; Asheville, N.C.

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	##FY 2009
PRCR Expenses	\$163,740	\$548,504	\$643,419	\$839,764	\$843,548	\$989,136
PW Expenses	\$74,949	\$110,274	\$193,901	\$186,304	\$187,286	\$225,609
Total Expenses	\$238,689	\$658,778	\$837,320	\$1,026,068	\$1,030,834	\$1,214,745
Revenue	\$170,869	\$383,030	\$554,261	\$716,387	\$804,098	\$931,164
Cost Recovery Rate with PW	71.59%	58.14%	66.19%	69.82%	78.00%	76.66%
Cost Recovery Rate without PW	104.35%	69.83%	86.14%	85.31%	95.32%	94.14%

FY09 figures are unofficial as the audit has not been completed yet.

Budget: Cary Tennis Park, Cary, N.C.

[Download: Business Plan, Cary Tennis Park, Cary, N.C.](#)

[Download: Parks Programming and Fees, Baton Rouge, La.](#)

LIST OF SOUTHERN CONTRACTORS

Company Name	Contact	Address	City	ST	ZIP	Phone	Email Address
American Tennis Courts	Jeff Nichols	1272 Boltons Branch Drive	Mobile	AL	36606	(251) 476-4714	jeffamericantennis@comcast.net
Klaser Construction	Bobby Klaser	1119 N Lakeshore Dr	Lakevillage	AR	71653	(870) 265-1016	
Welch Tennis Courts, Inc.	George Todd, Jr., CTCB	P.O. Box 7770 4501 Old US Hwy 41	Sun City	FL	33586	(813) 641-7787	george@welchtennis.com
Talbot Tennis	Mike McGrath	1700 Cumberland Pointe Drive, Suite 26	Marietta	GA	30067	(770) 587-6642	info@talbottennis.com
Randy Hall Tennis	Randall Hall	771 B. Wilson Rd.	Commerce	GA	30529	(404) 886-8386	randyhalltennis@windstream.net
Signature Tennis Courts, Inc.	Mike	1053 Fairway Valley Dr.	Woodstock	GA	30189	(404) 642-5002	mark@signaturetennis.com
Flat Creek, Inc	Dennis Broderick	P.O. Box 357	Tyrone	GA	30269	(770) 231-3913	dennis.broderick@yahoo.com
Southeastern Tennis Courts, Inc.	Rick Falcon	4260 A Wayside Court	Lilburn	GA	30047	(770) 921-0434	Info@southeasterntennis.com
L&L Construction	Steve Lottinger	103 Cedar Woods Dr.	Canton	GA	30114	(770) 861-3164	stephen.lottinger@cobbcounty.org
Andy Meek Tennis Courts	Andy Meek		Atlanta	GA		404-788-3598	meek@mindspring.com
Tenni Trac Sports Surfaces	Richard Benson	1801 Payne 51	Louisville	KY	40206	(502) 583-6375	rbenson@loupaving.com
Tennis Technology, Inc.	Jeff Henderson	P.O. Box 19709	Louisville	KY	40259	(502) 969-8861	tenntech@bellsouth.net
Quality Court Industries	Mike S. Stewart	5661 Brownfields Drive	Baton Rouge	LA	70811	(225) 774-9974	mikesqi@cox.net
Vesco Tennis Courts	Allen Vest, Jr.	P. O. Box 890	Slidell	LA	70459	(985) 882-6766	avest@vescoinc.com
Center Court Tennis and Track	Bill Clark	8943 Buzbee Dr	Baton Rouge	LA	70809	(888) 272-7760	billclark@centercourt.us
Crescent Sport Systems	Kevin Leach	PO Box 2006	Prairieville	LA	70769	(504) 247-2575	kevinmleach@yahoo.com
Australian Court Works	Max Nalder	1030 Highway 471 # 105A	Brandon	MS	39042	(601) 825-1108	mhalder@aol.com
Allen Vest Tennis Court Builders	Allen Vest	2 Oak Glen	Pearl	MS	39208	(601) 373-3333	aavest@aol.com
Vince Saia Contractors	Vince Saia	106 N Vine St	Winona	MS	38967	(662) 283-2835	
S and S Builders	James Spachman	Post Office Box 691	Hendersonville	NC	28793	(828) 692-5759	Spachy@bellsouth.net
North State Resurfacing	Mike Alford	P.O. Box 61007	Raleigh	NC	27661	(919) 878-9399	info@northstateresurfacing.com
Americourt, Inc.	Dwight Johnson	4808 Oakgreen Court	Raleigh	NC	27612	(919) 785-2999	americourt@nc.rr.com
Court One	Brian Wright, CTCB	P.O. Box 906	Granite Quarry	NC	28072	(704) 209-3329	bwright@courtone.net
Court One	Adam Fryor, CTCB	59 Craftsman Drive	Youngsville	NC	27596	(919) 570-9255	afryor@courtone.net
Court One	Gerry Wright, CTCB	59 Craftman Drive	Youngsville	NC	27596	(919) 570-9255	gwright@courtone.net
Carolina Courtworks, LLC	Mark Litrico, CTCB	5800 Brookshire Blvd.	Charlotte	NC	28216	(704) 392-6556	MLID7@cs.com
Advantage Sports Surfaces	Travis Credle	3709 W. Hedrick Dr.	Morehead City	NC	28557	(252) 726-7566	
Tennico of Columbia, Inc.	Nate Eckstrom	5125 Bush River Rd	Columbia	SC	29202	(803) 786-1791	Tennicotennis@yahoo.com
Carolina Sports Surfaces, Inc.	Skip Scarpa	2102 Atlantic Ave.	Sullivan's Island	SC	29482	(843) 200-4956	skip@scarpatennis.com
Manchester Courts LLC	Fred Manchester, CTCB	P.O. Box 1664	Lexington	SC	29072	(803) 446-1622	tennismantctb@aol.com
Net Results Sports Marketing	Max Davis	3405 Oak St. #C	Myrtle Beach	SC	29577	(843) 916-8218	NSPlus@sc.rr.com
Howard B. Jones & Son	Howard B. Jones	123 Zenker Rd.	Lexington	SC	29072	(803) 359-1990	lordan@HowardBlones.com
Baseline Sports Construction	David Clapp	3600 Henson Rd.	Knoxville	TN	37921	(865) 588-4320	David@BaselineLLC.com
Baseline Sports Construction	Will Ferguson, CTCB	3600 Henson Rd.	Knoxville	TN	37921	(865) 588-4320	willf@redconserve.com
No Fault Sports Products, Inc.	Alfredo Trullenque	2101 Brairglen Dr.	Houston	TX	77027	(713) 683-7103	nofaultsports@comcast.net

You may also contact the American Sport Builders Association to locate a certified tennis court builder in your area.

XIII. USTA SOUTHERN'S BUILD IT FORWARD

USTA Southern is also providing assistance with tennis court construction and reconstruction. We recognize that more top quality facilities throughout USTA Southern will be beneficial in our efforts to increase the number of people playing and enjoying tennis in their community.

The goal of USTA Southern Build it Forward grant is to support a portion of the costs of the constructing new facilities and those that would benefit from reconstruction to successfully attract and retain new tennis players. We have budgeted \$500,000 and our focus is to primarily help public construction efforts. In addition, USTA has pledged an additional 30% over and above matching support to facilities that qualify for a Build it Forward grant award.

To review the USTA Southern Build it Forward grant opportunity, [click here](#).

Providers must first successfully complete the USTA Facility Assistance Grant process with the USTA National office in order to be considered.

Once in process with the USTA National Facility Assistance Program, you should complete the Build it Forward grant application.

The online application form is available [here](#).

