

NORTH CAROLINA TENNIS ASSOCIATION

2009 COMMUNITY TENNIS ASSOCIATION

PRESIDENT HANDBOOK

(Updated July 27, 2009)

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I. Introduction

The purpose of the North Carolina CTA President Handbook is to supplement the USTA Guide for Community Tennis Associations and to provide current and future CTA presidents with examples and information as it related to CTAs in North Carolina.

The handbook is organized to follow the USTA Guide and in addition, the handbook will provide (when available) specific example(s) from small, medium, and large CTAs in North Carolina.

II. Types of USTA Community Tennis Associations

See USTA Guide Section 1

Vision, Mission and Strategic Goals

USTA Guide Section 3 Step 4

Board of Directors

See USTA Guide Section 4

Not –For-Profit Incorporation

See USTA Guide Section 4

Tax Exempt Status

See USTA Guide Section 4

Insurance

USTA-offered Liability Insurance: The USTA has a low cost master liability and accident insurance plan available for CTAs which provides coverage against allegations of negligence resulting from bodily injury or property damage. Upon completion of your USTA CTA Registration, USTA Membership and non-profit status, an insurance provider representative will contact you directly to discuss the enrollment process. **For more information please [click here](#).**

USTA-offered Directors & Officers Insurance: The USTA has a low cost insurance plan available for CTA Directors and Officers which provides coverage for claims associated with negligent acts, errors or omissions alleged to have been committed by individuals acting in their capacity as a CTA Director or Officer. **For more information, [click here](#).**

III. Financial

Budget Process

This section provides information on how to prepare a budget for an integrated CTA. The CTA treasurer has the responsibility to gather the budget requests from all the coordinators and this section provides an example of a budget process for a medium to large CTA and each CTA needs to define the specific revenue and expense categories as appropriate.

The budget process consists of the following:

1. Schedule
 - a. September – LLC & program coordinators to submit proposed budget for the following year
 - b. October – BOD considers & adopts budget
 - c. November – State League Coordinators input

2. Preparing the Budget

The budget should include both income and expense projections

- a. Income Categories (optional):
 - i. League Fees:
 1. USTA League Adult/Senior
 2. USTA League Mixed Doubles
 3. Southern Combo Doubles League
 4. USTA League Super Seniors
 5. USTA Team Tennis
 - ii. CDLM Grant
 - iii. STA Grants
 - iv. NCTA Grants
 - v. Other Grants
 - vi. Fundraising
 - vii. Donations
 - viii. Miscellaneous Income
- b. Expenses (optional):
 - i. Leagues:
 1. USTA League Adult/Senior
 2. USTA League Mixed Doubles
 3. Southern Combo Doubles League
 4. USTA League Super Seniors
 5. USTA Team Tennis
 - ii. League Coordinator Stipends:
 1. USTA League Adult/Senior
 2. USTA League Mixed Doubles
 3. Southern Combo Doubles League
 4. USTA League Super Seniors
 5. USTA Team Tennis
 - iii. School Tennis Coordinator Stipends
 - iv. School Tennis Coaches Stipends
 - v. Equipment:
 1. USTA Team Tennis
 2. Schools
 - vi. Administrative:
 1. Telephone
 2. Insurance
 3. Postage
 4. Printing
 5. Other
 - vii. Newsletter
 1. Printing

- 2. Postage
- viii. Other:
 - 1. Donations
 - 2. Party
 - 3. Volunteer Recognition
 - 4. Lunches/Meetings

Sample Budget for a medium to large CTA

	CTA:								Total
	USA League	Combo	Mixed Doubles	Super Senior	USA Team Tennis	School Tennis	Junior Ladder	CTA	
Income									
Local Fees									\$0
CDLM Grant									\$0
Expansion Grant									\$0
Pathway Grant									\$0
School Coaches Grant									\$0
School Tennis Grant									\$0
Summer Interns Grant									\$0
Tee-Shirts Grant									\$0
USA Team Tennis Grant									\$0
Total Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenses									
Awards									\$0
Coaches stipends									\$0
Coordinator									\$0
Court Fees									\$0
Donations									\$0
Equipment									\$0
Team Tennis Instruction									\$0
Insurance									\$0
Meetings									\$0
Misc									\$0
Newsletters-Postage									\$0
Newsletters-Printing									\$0
Newspapers-Ads									\$0
Phone/Internet									\$0
Printing/Postage									\$0
Summer Interns									\$0
Supplies									\$0
Tee-Shirts									\$0
Tournament									\$0
Volunteer Recognition									\$0
Web Administration									\$0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Diff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Income Statement

The CTA treasurer is responsible for preparing an income statement at the end of each year. The purpose of the income statement is to identify how much money was in the CTA account at the beginning of the year, revenues, and expenses and how was in the CTA an account at the end of the year.

1. Schedule
Income statement should be prepared once all revenues and expenses for the current year are available.
2. Contents
Below is a sample Income Statement. Line items should be added or deleted to fit each CTA.
3. Sample Income Statement

In Bank 1/1/200_		\$ -
Income		
Local League Fees	\$ -	
Fund Raising	\$ -	
Tee-Shirts	\$ -	
NCTA Grants	\$ -	
Pathway Grant	\$ -	
USA Team Tennis Fees	\$ -	
Other Income	\$ -	
Total		\$ -
Expenses		
Administrative-Office	\$ -	
Leagues - Expenses	\$ -	
Coordinators	\$ -	
Courts Usage Fees	\$ -	
Donations	\$ -	
Postage	\$ -	
Printing & Newsletters	\$ -	
School Tennis	\$ -	
Summer Interns	\$ -	
USA Team Tennis	\$ -	
Total		\$ -
In Bank 12/31/200_		\$ -

Income Tax

All Not for Profit 501(C) 3 organizations must submit income tax forms to the US and North Carolina Internal Revenues Services. The type of forms and schedules are based on the total revenues and expenses generated by each CTA and are explained in the IRS instructions for Form 990 and Form 990-EZ for Instructions (<http://www.irs.gov/pub/irs-pdf/i990-ez.pdf>)

There are no special forms for North Carolina. CTAs need to send a copy of the completed Forms (990 or 990-EZ) to the North Carolina Revenues Office.

Local League Coordinators are considered a “Contract Employee” and if their stipends exceed \$600.00 for the year, CTAs must fill-out a 1099-Misc tax forms and mail it to them by January 31 of the following year to each coordinator.

IV. Calendar

The CTA calendar presented below is based on information received from CTAs across North Carolina. The calendar provides information regarding the tasks that a CTA may have to accomplish, when to do them and who may be responsible for each task.

We have divided the calendar into two sections, administrative tasks and program tasks. The tasks listed below may not apply to all CTAs. The list of tasks and the people responsible for them are as they are accomplished today by different CTAs. Some tasks may appear in more than month since some tasks may be performed in a different time frame in each CTA.

Administrative

Month	Task	Responsibility
January	NCTA Tennis Weekend (Pinehurst)	Presidents Round Table
	Election of new Board Members	BOD
	Preparation of yearend financial statements	Treasurer
February	Planning for the year	BOD
March	Make sure Liability/Accident Insurance is current	Secretary/Treasurer
	Apply to be a USTA League States site	USTA League Director
	Grants for summer	BOD/Directors
	Income Tax preparation	Treasurer/president
April	Apply to be a USTA Leagues States site	USTA League Director
May	Renew Membership with USTA- this may vary	Treasurer
	Prepare to be a USTA Leagues States site	USTA League Director
June	Prepare to be a USTA Leagues States site	USTA League Director
July	Prepare to be a USTA Leagues States site	USTA League Director
August	Election of officers for the coming year	Nominating Committee
September	Set project proposals for the year. Includes what activities we are planning to put on the coming fiscal year. Budget is designed around the events and programs.	BOD, advisory board members, clubs & municipalities, and players.

	Most grants have an October deadline. Monies should be researched in advance of the date to accommodate the events and programs the CTA has planned. This area is the most important, as a CTA has trouble running without funds.	President, treasurer, & grant writer
October	Budget Participate in Community Development Workshop	All BOD members President, Others
	Budget	All BOD members
	Review NCTA STRATEGY/FOCOUS	Vice President - others
	Send CDLM accountability forms and request for new year to NCTA	Treasurer/President
October	Budget Participate in Community Development Workshop (Greensboro)	Treasurer, LLC's, All BOD members, Community Coordinator, Officers
November	Annual dinner meeting	
	Renew Insurance	President
	Send CDLM accountability forms and request for new year to NCTA	Treasurer/President
	Renew USTA Registration	President
December	Prepare to be a USTA Leagues States site	USTA League Director
	Renew Master Liability Insurance	Treasurer/President
	Annual Appreciation Gathering for the BOD and the advisory group	President/Social Chair
	Update Brochure	President

Programs:

Month	Task	Responsibility
February	Work with Community Dev Coordinator to do In-service training at schools in Feb and March	BOD
	Proposed junior and adult programs for upcoming year	BOD
	Planning for the year	BOD
April	Plan Youth Summer League Plan Youth Clinics	Youth League Directors Youth Clinics Director
May	Prepare to be a USTA Leagues States site Plan Youth Summer League Plan Youth Clinics	USTA League Director Youth League Directors Youth Clinics Director
June	Prepare to be a USTA Leagues States site Youth Summer League Youth Clinics	USTA League Director Youth League Directors Youth Clinics Director
July	Prepare to be a USTA Leagues States site Youth Summer League	USTA League Director Youth League Directors

	Youth Clinics	Youth Clinics Director
August	Prepare to be a USTA Leagues States site Youth Summer League Plan for Fall Free Youth Clinic	USTA League Director Youth League Directors Youth Clinics Director
September	Set up tennis assemblies with CDC for the school year. This is as a result of the in-service training in the spring months.	Need volunteers to help with this.
	Prepare to be a USTA Leagues States site Plan for Fall Free Youth Clinic	USTA League Director Youth Clinics Director
October	Prepare to be a USTA Leagues States site Fall Free Youth Clinic	USTA League Director Youth Clinics Director
	Prepare to be a USTA Leagues States site	USTA League Director
November	Annual dinner meeting	
December	Prepare to be a USTA Leagues States site	USTA League Director
	Update Brochure	President

V. By-Laws

See USTA Guide Appendix C for generic By-Laws

See NCTA website for actual By-Laws of CTA's in North Carolina

VI. Building Relationships and Partnerships

See USTA Guide Section 5

USTA Advocacy Resources

The USTA's advocacy agenda is motivated by the conviction that the sport of tennis can be an important part of improving communities, schools and the quality of life for all. As members of the USTA family, we know how tennis can make a difference, but our charge as advocates is to convince decision-makers in the public, private and non-profit sectors of this in order to gain their support. Across the country, there are millions of players and thousands of tennis organizations that are passionate about tennis. You are our most underused resource but our most valuable asset.

The Big Serve is the USTA's advocacy initiative. The effort is aimed at connecting the passion of USTA members and the larger tennis community with the public policy needs of the communities in which they live. We know that tennis is a sport that can change lives and improve communities, and The Big Serve website is just one of the tools the USTA is developing to help make that happen across the country.

If you have plans to build or renovate tennis courts in your community, NRPA and the USTA can help. Visit <http://thebigserve.usta.com> to learn how. The hope is that this website will become an important resource for you as you try to grow the game of tennis in your communities. We are all advocates for tennis in some way, and the USTA will become a better and more nimble advocacy organization with your participation and willingness to share your stories, your challenges and your successes. Take Heart. Take Part. Take Action. **For further information, [click here](#).**

VII. Raising Funds

See USTA Guide Section 7

VIII. Delivering Tennis Programs to your Community

See USTA Guide Section 8. NCTA also offers the following USTA programs:

JUNIOR USTA TENNIS PROGRAMS

QuickStart Tennis

QuickStart is an innovative format that will help to get more children 10 years of age and under into the game. This format, one of the most significant moves ever to introduce tennis to youth, provides a way to bring kids 10 and under into the game by utilizing equipment, court dimensions and scoring that is tailored to their age and size.

QuickStart Tennis appropriately scales down all aspects of regulation tennis—including equipment, court dimensions, and scoring—so that the game becomes specifically tailored to their age and size. The format is broken out into two age groupings, for children ages 10-under and for those who are 8-under, similar to models used

Interested in starting or finding a program, contact Marusa Pogacnik at (336) 852-8577 or marusa@nctennis.com.

USTA School Tennis In-Service Program

Representatives from the USTA North Carolina teach PE teachers fun tennis games and activities to use with people of all ages. The teachers are taught how to safely introduce the lifetime sport to their students without tennis courts or a large amount of equipment. It is a very active program in which the teachers participate in all of the games and drills.

A free 2.5-3 hour training session for PE teachers, held in a gym rather than a tennis court, conducted by a USTA North Carolina representative. The representative brings all of the equipment, and teachers must participate during this session. **For more information on USTA School Tennis, contact Marusa Pogacnik at (336) 852-8577 or marusa@nctennis.com.**

USTA National Junior Tennis League (NJTL)

The National Junior Tennis League (NJTL) is a low cost, grassroots junior program that introduces children to tennis that may not otherwise have the opportunity. NJTL combines tennis instruction with an educational component, such as health, literacy, or drug prevention to enhance the lives of these young players. This program is excellent for beginning and early intermediate players. NJTL chapters typically run USTA Jr. Team Tennis and other USTA programs. Grants are available for NJTL chapters, as well as college and tennis camp scholarship opportunities for participants. All NJTL participants are eligible to compete in the Arthur Ashe Essay Contest.

USTA Jr. Team Tennis

USTA Jr. Team Tennis is the largest youth tennis league in the country, helping girls and boys ages 6 to 18 get in the game, get on the court, and have a good time. Teams are coed and made up of at least six players, three boys and three girls, based on similar ages and skill levels. The emphasis is on skill development, fun, teamwork and friendly competition, all with the possibility of advancing to the national championship. USTA Jr. Team Tennis is for girls and boys ages 6 to 18 of all abilities and experience.

For more information on USTA Jr. Team Tennis, please contact a local league coordinator in your area or contact Marusa Pogacnik at (336) 852-8577 or marusa@nctennis.com.

High School Tennis

The North Carolina Tennis Association and the North Carolina Tennis Foundation support high school tennis in North Carolina. The NCTF proudly contributes to the NC High School Athletic Association to help with the costs associated with high school tennis and the NCTA staff participate in the NC High School Coaches Workshop each July. Also, a junior may count his/her high school season towards one junior tournament played for NC ranking,

Some of the highlights include access to over **300 diagrammed drills** and **video clips** in easy to use categories with search capabilities and over **150 lesson plans** for your team practices, lessons, clinics and camps. **To get started, email kelly@nctennis.com for a passcode.**

Varsity Tennis

Varsity Tennis is the highest level of competition available at a college. The main difference between it and all the other tennis programs on campus is that it is sanctioned by the NCAA. The goal of most High School players is Varsity College Tennis, but where do you start? How do you know what size program will be best suited for you? One place to start is by looking at the schools division. Schools will be either Division 1 (D1), Division 2 (D2), or Division 3 (D3), but what does that mean? **Refer to www.nctennis.com for a list of colleges and universities in each Division.**

NC Wheelchair Tennis Program

NC Wheelchair Tennis Clinics are being taught by certified Wheelchair instructors. All levels are welcome from beginners to advanced.

Cost of the clinic is \$10 per session. No need to call ahead. Tennis Wheelchairs are available at each location for use by participants. **If you would like to volunteer as a NC Wheelchair Rep, email marusa@nctennis.com or call (336) 852-8577.**

COLLEGE TENNIS

Collegiate Club Team Tennis

USTA Team Tennis on College Campuses is a terrific way for former players to keep playing and bring along potential new players for a fun, coed team activity that's fun, physical and friendly. It only takes two guys and two girls to form a team!

The USTA Tennis on College Campus Program is a partnership between the Intercollegiate Tennis Association (ITA), the National Intramural, Recreational Sports Association (NIRSA), and the United States Tennis Association (USTA). The playing format is designed to be flexible, so that it will work on any campus and incorporate players of all ability levels.

Intramural Tennis

Intramural Tennis is offered in a variety of recreational and competitive activities for all skill levels. Meet new people, socialize with friends, and enhance your physical well-being through participation in either a team and/or individual play option. Most schools offer one game a week and practice is usually optional, intramurals can easily fit into your schedule (games are typically played Sunday through Thursday in the evening). Some schools also offer 1-day

Challenge Ladder

Challenge Ladders are the most flexible form of tennis competition available. You play whenever, wherever, and with whom you wish--you determine how often you play! A challenge ladder is a mechanism for ranking tennis players according to their skill levels. As members of the ladder play each other, their relative positions on the ladder are adjusted to reflect the results of their matches, their opponent's records, and how often they play. Challenge ladders are a fantastic way to meet more tennis players, play more tennis and develop your game. Ladders are the gentlest path to get involved in competitive tennis. USTA North Carolina has one available for your campus!

For more information on Tennis On Campus, contact Marusa Pogacnik at (336) 852-8577 or marusa@nctennis.com.

ADULT USTA TENNIS PROGRAMS

USTA League Adult/Senior

USTA League Tennis is an adult recreational tennis program for all players, regardless of skill. Anyone 19 and over can participate. Anyone 50 years old or over may play in the Senior Division of the League.

Winners in the local USTA Adult/Senior Leagues advance to the State Championships. State winners advance to the Sectional Championships. Winners at Sectionals advance to Nationals. **For more information contact the local league coordinator in your area or email chris@nctennis.com or visit www.nctennis.com.**

USTA League Mixed Doubles

USTA Mixed Doubles is comprised of 3 doubles matches where the doubles teams combined NTRP rating does not exceed the level that they are entering. Players in the adult division must be at least 19 years of age and players in the senior division must be 50 years of age. Winners in the local USTA Mixed League advance to the State Championships. State winners advance to the Sectional Championships. Winners at Sectionals advance to the National Championships. **For more information contact the local league coordinator in your area or email chris@nctennis.com or visit www.nctennis.com.**

Southern Combo Doubles

This program features Men's and Women's teams playing 3 doubles matches. The doubles teams use a combined NTRP rating that does not exceed the level on which they are playing. Players in the adult division must be at least 19 years of age and players in the senior division must be 50 years of age. Winners in the local USTA Southern Combo League advance to the State Championships. State winners advance to the Sectional Championships. **For more information contact the local league coordinator in your area or email chris@nctennis.com or visit www.nctennis.com.**

USTA League Super Seniors

This is a league that has been developed to offer competitive play for all players 60 years of age and older. The league is made up of two sub-leagues: Super Senior 60s and Super Senior 70s. Each league offers doubles play for both men and women. Local winners get the opportunity to compete at the State level and the winners at State advance to the Sectional championships. **For more information contact the local league coordinator in your area or email chris@nctennis.com or visit www.nctennis.com.**

NCTA Singles League

The NCTA Singles League is a team format league where 4-9 players comprise a team. In each team match, three courts of singles are played and players must be at least 19 years of age. This league was developed by NCTA as a way for singles players to play beyond the Adult Spring League. Local winners get the opportunity to compete at the Regional level. **For more information contact the local league coordinator in your area or email chris@nctennis.com or visit www.nctennis.com.**

USTA Southern RBC Flex League

USTA Southern RBC Flex League is an adult recreational tennis program for all players, regardless of skill. Players use the NTRP rating system for skill level and the league offers competitive play without the commitment to a specific schedule or team. Players schedule their own weekly matches and the league can be singles or doubles in both the adult and senior divisions. Players in the adult division must be 19 years of age and players in the senior division must be 50 years and older. USTA membership is not required for this league. **For more information contact jenny@nctennis.com or visit www.ustaflexleagues.com.**

IX. Publicizing Your Product

See USTA Guide Section 9

X. Volunteers

Volunteers are the backbone of Community Tennis Associations (CTAs). They perform most of the jobs from CTA President to distributing bananas at a tennis tournament. Your CTA's efficiency and effectiveness is dependent on a well-managed volunteer program including recruitment, selection, training, and performance evaluation.

The USTA Guide for Community Tennis Associations provides basic guidance for organizing your CTA and managing a volunteer program. Success of your CTA's volunteer program can be greatly enhanced by

establishing a set of volunteer job descriptions that delineate the responsibilities, functions, and duties of the most important volunteer jobs required to manage and conduct your operations and activities. The descriptions will help you solicit, select, and train individuals to fill these positions and to evaluate their performance. While some volunteer positions are fairly standard across CTAs, differences in the size, character and needs of the communities served and in the assets available to the CTA lead to a unique set of job requirements for each CTA.

Purpose and Scope

The Volunteer Job Description section augments the USTA Community Tennis Association Guide.

- Examines major considerations in organizing a CTA and in delineating responsibilities, functions and duties
- Postulates a baseline organization and set of jobs descriptions that can be used as a point of departure for developing your own unique set of descriptions
- Guidance on how to do this
- Guidance on how to effectively employ the job descriptions in managing volunteers. The handbook will be modified annually to improve its usefulness. In this regard, your comments on this first edition are encouraged and important.

Major Considerations in Developing a Set of Job Descriptions

Major considerations in developing your set of job descriptions are: your vision, mission and strategic goals, what you do as an organization to meet your mission and goals, and the given basic organizational format for Community Tennis Associations. The following discusses these considerations with eye toward developing a model CTA organization and accompanying set of job descriptions that you can use as a point of departure for developing your own set of job descriptions.

Model CTA Organization and Set of Job Descriptions

This section conceptualizes a CTA organizational structure and delineates job or committee responsibilities, functions, and duties that may be used as a point of departure for developing or modifying your organization and set of job descriptions. To consider the broadest set of duties and responsibilities for your consideration, it was assumed that the model organization supports a community with across-the-board opportunities to serve youth through super-seniors from prospects and beginners to advanced players--a community that is ethnically diverse and has special population needs. It also must assist local schools (elementary, high schools, colleges), municipal parks and recreational departments, private tennis clubs, and other sources (churches, boys and girls clubs) with their tennis programs and infrastructure needs.

The model CTA organization is a Type 4 CTA, a coalition CTA that delivers its own programs and facilitates the delivery of programs and services through other organizations in the community to achieve the most cost-effective use of community resources. Three broad job categories were considered in developing the set of job descriptions: Principle Officers of the Board, Player-Oriented Program Administrators and Special Support Jobs.

Principal Officers of the Board

The Principle Officers of the Board or Board of Directors ("BOD") shall be responsible for the general management and control of the affairs of the Community Tennis Association ("CTA"). It is the responsibility of the BOD to attend all called meetings or notify the Secretary of planned absence, and to support the efforts and activities of the CTA by participation in such activities.

The model organization is managed and directed by a Board of Directors with a President, Vice President, Secretary, and Treasurer each of whom performs the customary functional and oversight responsibilities associated with those jobs. In the model organization, they chair special committees. The President chairs the strategic planning committee, the Vice President a personnel management committee, the Secretary a bylaws and rules committee, and the Treasurer a program/budget development committee and a fund raising committee.

Player-Oriented Program Administrators

Player-Oriented Program Administrators or “Program Administrators” manage prospect student, and competitive player programs and special CTA event teams that support similar programs run by other community organizations. They take the lead in planning, programming, budgeting, and implement their programs in coordination with CTA special support personnel and committees. The administrators are drawn from or are part of the advisory members of the BOD [parks and recreation department representatives, private tennis club representatives, professionals/instructors representative, schools representative, special populations representative, multicultural community representative, and Local League Coordinators (LLCs) appointed by NC tennis. State League Coordinators supervise LLCs. A primary role of the CTA is to provide the LLCs financial management, communications, marketing and publicity, community relations, and volunteer support. Principal Officers of the CTA provide oversight over the CTA’s support. Following is the model organization’s set of player-oriented program categories with specific examples of programs that fall in each category.

- Prospect Introduction/Recruitment (Youth), e.g. Children’s Carnival
- Prospect Introduction/Recruitment (Adult), e.g. “Back to Tennis” clinic
- Player Development, (Youth), e.g. Parks and Recreation Tennis Camps
- Player Development, (Adult/Senior), e.g. USA Tennis 123
- Player Competition, Junior Team/League Tennis, e.g. NJTL
- Player Competition, Adult/Senior Team/League Tennis, e.g. USA League Tennis
- Player Competition, Junior Tournaments, e.g. Pinehurst Junior Tennis Tournament
- Player Competition, Adult/Senior Tournaments, e.g. NC Adult League Tennis Championships

Special Support Jobs

This category includes individual jobs that support both of the model CTA’s job goals and includes specialists that support the CTA’s committees. The following jobs are included in this area:

- Volunteer Program Manager
- Marketing, Public Relations, and Publicity Specialist
- Communications Specialist
- Community Relations Specialist
- Grants Specialist
- Web Site Technician

Model Organization’s Set of Job Descriptions

Section XI provides a set of job descriptions for the Principal Officers of the Board, for a Local League Coordinator and State Tournament Support Director under Program-Oriented Administrators category, and for the jobs listed under the Special Support Jobs category. Updates of this handbook will expand on the jobs.

Establishing, Evaluating, and Modifying Your CTA Job Descriptions

This handbook does not prescribe an organization structure or set of job descriptions for your CTA. Your set of job descriptions should fit your mission, organization, way of doing business, and the availability and talents of your BOD members and volunteers. Its intent is to provide a framework for you to look at these aspects of your CTA and determine your own needs.

If you're happy with your organization and operation after examining this handbook, you don't have to do anything. If you think you can improve your organization and benefit from some organizational changes and the establishment or revision of job descriptions, it's suggested that you do this in a stepwise fashion using the information in this handbook as a point of departure. In this regard, you may:

- Review and, if necessary revise your vision, mission and strategic goals
- Verify the player-oriented programs you want to deliver now and in the near future
- Review the annual activities and functions required to:
 - Develop and maintain your organization's capability and the supported community's assets to accomplish current and near-future goals and
 - Deliver the player-oriented programs.
- Review your current organizational structure and set of individual jobs and determine organizational and job changes, training requirements and the need for new volunteers with special talents and qualifications that will significantly improve your CTA's effectiveness. Use incumbents in this process. This will get them to provide valuable experience in making changes and to accept the changes.
- Prepare job descriptions for new positions and if necessary for existing positions. Again, use incumbents in this process. Priority should be given to jobs that will give you the most improvement. Job descriptions should be written in brief and clear sentences. For the purpose of this handbook, the job description format concentrates on:
 - Brief purpose of the position,
 - Major functions, responsibilities, and duties
 - Supervision and direction
 - Qualifications (experience knowledge, skills, training and education).

Other factors, e.g. term of service, benefits, etc. may be added to your job descriptions. Keep in mind that there is no one effective organizational structure and distribution of functions, duties, and responsibilities or one that remains effective forever especially in a volunteer-based organization. Be flexible, know what talents you have, what you need, when you need them, and establish and/or modify your set of job descriptions and use it.

Using the Set of CTA Job Descriptions

The set of job descriptions can be used in recruiting and selecting volunteers for specific jobs, establishing training (formal and on-the-job) requirements, and evaluating performance.

Recruiting volunteers

Job descriptions can be published for distribution to prospects, attached to flyers advertising volunteer opportunities, advertised in newsletters and in other printed media, and placed on the CTA's website under "Volunteer Opportunities."

Selecting volunteers

Supervisors can use the job description to discuss the job with prospects to determine their qualifications and interest in the job.

Establishing training requirements

An incumbent or prospect may require training to become or remain highly qualified for the position or to increase the effectiveness of the volunteer. The Personnel Management Committee in the model organization uses the set of job description to establish the organizations training program.

Evaluating volunteer performance

A good job description establishes (explicitly or implicitly) standards for satisfactory performance and should motivate the volunteer to meet or exceed those standards. It can provide the basis for awarding exceptional service. If necessary, the job description can also be used to diplomatically counsel or replace the volunteer.

XI. Volunteer Job Descriptions

Job Descriptions for Principal Officers

1. President

Purpose of Position: Provide strong leadership and organizational focus on efficient and effective achievement of the Community Tennis Association's mission, vision and objectives

Major Functions, Responsibilities, Duties: As chief executive officer,

- Presides over all BOD meetings
- Sets the agenda for BOD meetings
- Maintains effective interpersonal relationships among members of the BOD
- Appoints and replaces members of committees including chairpersons, as necessary, with approval of the BOD
- Maintains oversight over the complete business cycle and coordinates activities of the CTA
- Provides chief CTA representation with public and private community organizations and with other CTAs, NC Tennis, Southern Section, and USTA national headquarters
- Attends the NCTA Community Development Workshop
- Chairs the Strategic Planning Committee—as chairman, establishes and annually updates the Community Tennis Association's mission, vision, and objectives to meet community needs and grow the sport of tennis, by
 - Examining new and revised USTA plans, programs, and focus
 - Reviewing changing community sponsored programs and infrastructure (e.g., tennis court conditions and development of new court facilities)
 - Reviewing community population trends and determining opportunities to increase participation in existing player-oriented programs and/or to add new programs for the upcoming year and out years
 - Developing changes in out-year program objectives and resource requirements (funds, volunteers, professional/instructors) and identifying potential resource sources

Supervision and Direction: President abides by the CTA bylaws and decisions of the BOD

Qualifications:

- Minimum - Two years of active CTA Board experience demonstrating leadership skills; strong organizational skills, strong oral and written communication skills, excellent interpersonal skills, broad knowledge of USTA programs and role and operations of CTA
- Desirable – Executive management experience in large private or public organization; experience with and knowledge of corporate level planning

2. Vice-President

Purpose of Position: Assumes the responsibilities, functions, and duties of the President in the event the President is unable to perform his duties; chairs the Personnel Management Committee; performs other duties assigned by the BOD.

Major Functions, Responsibilities, Duties:

- Attends all BOD meetings
- Provides CTA representation with public and private community organizations and with NC Tennis, Southern Section, and USTA national headquarters
- Attends the annual NCTA Community Development Workshop
- Maintains oversight over all activities in the business cycle effecting personnel acquisition and training of volunteers and compensated personnel including BOD members and officers
- As chairperson of the Personnel Management Committee,
 - At least annually, forms a Nominating sub-committee to search for candidates to replace losses or add to the Board or fill principal officer positions; presents slate to the BOD in December of each year
 - Supervises Volunteer Program Manager
 - Manages compensated personnel, if any
 - Maintains job descriptions for all compensated and volunteer positions including principal officer positions, chairpersons, and special support jobs
 - Maintains annual training program for CTA members and orientation program for new board members

Supervision and Direction: Reports to President and BOD on all assigned responsibilities

Qualifications:

- Minimum: Two years of active CTA Board experience demonstrating leadership skills; strong organizational skills, strong oral and written communications skills, excellent interpersonal skills, broad knowledge of USTA programs and role and operations of CTA
- Desirable: Executive management position in large private or public organization; training/education in personnel management skills; experience as a personnel director

3. Secretary

Purpose of Position: Provide administrative support for the BOD, its principal officers and chairpersons; chairs the Bylaws Committee

Major Functions, Responsibilities, Duties:

- Schedules dates, times, location of BOD meetings and notifies members to assure a quorum
- Attends all BOD meetings, records and distributes minutes of the meetings
- Maintains official set of BOD minutes; documents certifying the organization as a registered USTA CTA not-for-profit, tax-exempt corporation; bylaws and other policies and procedures of the CTA; and insurance policies
- Ensures that BOD officers take appropriate and timely administrative actions to retain CTA's status in good standing
- Maintains directory of members of the BOD, including names, addresses, phone numbers, e-mail addresses, and current positions in the organization
- Monitors parliamentary procedure and adherence to bylaws
- Prepares annual calendar of administrative actions and related events
- As chairperson of the Bylaws Committee,
 - Annually or at the request of the President or BOD, reviews bylaws
 - Solicits proposed changes to bylaws from members of the BOD
 - Prepares and distributes proposed changes to the bylaws for review by members of the BOD
 - Distributes approved bylaws

Supervision and Direction: Reports to the President and BOD on all assigned responsibilities

Qualifications:

- Minimum: 1 year of active CTA Board experience demonstrating strong organizational skills and attention to detail, strong oral and written communications skills, excellent interpersonal skills, excellent listening skills, knowledge of parliamentary procedure, knowledge of laws pertaining to not-for-profit organizations, broad knowledge of USTA programs and role and operations of CTA
- Desirable: Experience as a corporate secretary or in a similar administrative job

4. Treasurer

Purpose of Position: Manages CTA's finances and budgeting activities; chairs Program/Budget Development Committee and the Fund Raising Committee.

Major Functions, Responsibilities, Duties:

- Attends all Board meetings and reports status of income and expenses
- Monitors receipt of all securities and monies due to and held by the CTA
- Ensures that all funds are properly deposited and disbursed in a timely manner
- Ensures that CTA maintains its tax-exempt status
- Prepares and submits annual tax returns, if required
- Arranges independent audits, as necessary
- Maintains oversight over financial, budget, and fund raising activities in the complete CTA business cycle.
- As chairperson of the Fund Raising Committee,
 - Reviews updated strategic plan and implications for fund raising in the budget year for the following year's operations and programs
 - Supervises Grants/Sponsorships specialist
 - Develops and maintains income generating plan showing sources of income (grants, fees, sponsorships, donations, etc.)
 - Obtains approval for the income plan from President and BOD
- As chairperson of the Program/Budget Committee,
 - Manages development of CTAs annual business plan and budget including preparation, consolidation, and distribution of the plan and budget
 - Works with and obtains relevant information and data from player-oriented program administrators, other committee chairmen, special support personnel, and other community advisors on the BOD
 - Consolidates player-oriented program administrator plans and budget estimates and, if necessary, prioritizes candidate player/programs for evaluation and selection by the BOD
 - Develops budget to cover the routine administrative operations, travel, training, organizational communications (including web site development and operations, published newsletters), marketing, public affairs, publicity, community relations, and resource development and acquisition activities.
 - Presents proposed annual CTA business plan and budget alternatives to the President and BOD with recommendations by the 15th of the month before the start of the fiscal year.
 - Prepares and distributes consolidated schedule of player-program oriented programs showing when each program begins and ends and major milestones

Supervision and Direction: Reports to President and BOD on all assigned responsibilities; abides by the bylaws of the CTA

Qualifications:

- Minimum: 2 year of active CTA Board experience demonstrating leadership skills; strong organizational skills, strong oral and written communications skills, excellent interpersonal skills, experience and knowledge in budgeting and financial management, broad knowledge of USTA programs and role and operations of CTA
- Desirable: Experience as a Treasurer or Comptroller for a corporation or public organization

5. Local League Coordinator

Purpose of Position: Administers USTA League(s) at the local level

Major Functions, Responsibilities, Duties:

- Attends all State meetings of the local league coordinators
- Works with a local CTAs serving league's geographic area to promote tennis (Acts as advisory member on the CTA's BOD—attends all relevant BOD meetings) **
- Develops local plan for growth and annual budget in coordination with CTAs
- Develops a local calendar of events that occur within the national, sectional and state deadlines (includes: informational meetings, team captain meetings, roster deadlines, add-on deadlines, local league season, and local play-offs)
- Submits plan for growth, local calendar of events, and annual budget to State League Coordinator for approval and provides CTAs approved products
- Recruits/trains captains and support volunteers in coordination with CTAs
- Develops and distributes captain's folders containing league season schedule, TennisLink interaction requirements, and local, state, sectional, and national regulations
- Promotes all USTA Tennis Programs in the area and obtains community support in coordination with CTAs
- Appoints local Grievance and Grievance Appeal Committees; identifies and resolves local league issues while keeping State League Coordinator informed
- Verify that all teams advancing to the State Championships are eligible to compete
- Assist in running State League Championships, if requested
- Maintains historical records on participation
- After each league season, completes after action report identifying opportunities to improve operations and program growth

Supervision and Direction: Supervised by State League Coordinator

Qualifications:

- Minimum: Strong organizational skills, strong oral and written communications skills, excellent interpersonal skills, working knowledge of USA League Tennis Program, general understanding of the goals and ideals of the USTA, the USTA Southern Section and NC State Tennis Association, membership in the USTA
- Desirable: 5 years of league play; prior experience as a Local League Coordinator

* Applies to all leagues supervised by NC State League Coordinators

** A primary role of the CTA is to provide financial management, communications, marketing and publicity, community relations and volunteer support for LLCs—this support is planned, developed, and implemented in the CTA's business process

6. State Tournament Support Coordinator

Purpose of Position: As CTA in area hosting NC State League Championships, organizes and coordinates essential support for NC Tennis State Tournament Director

Major Functions, Responsibilities, Duties:

- Assists Community Tournament Support Coordinator in preparing bids to host tournaments
- Works with Community Relations Committee and local conventions and visitors bureau to:
 - Obtain favorable rates for over-night accommodations for out-of-town competitors, tournament officials and staff, and volunteers; for room(s) for headquarters operations during the tournament; and for player party
 - Secure local sponsorships for cell phones for tournament headquarters personnel, site coordinators, and logistics support personnel; and for copier for tournament headquarters
 - Secure complementary tennis courts with contracts to use school, private club, resort, and parks and recreation courts
 - Obtain door prizes from sponsors and local businesses for door prizes at captain's meeting and player party
 - Provide each player a "goody bag," containing discount coupons for local businesses; information on local shopping, restaurants, theatres, and other sites of interest players and their families; and map with written directions to each tournament site
- Ensures adequate parking, restrooms, and table and chairs for site coordinators at each tournament site
- Ensures that courts are in tip-top condition before the tournament including court surfaces, nets, and net straps
- Works with Volunteer Management Committee to provide logistics support volunteers to provide and replenish ice, water, and bananas at tournament sites daily and to clean sites for next days play
- Works with Marketing, Public Relations, and Publicity committee to publicize the tournament and tournament results
- Organizes a party for players and guests with food, entertainment and cash bar

Supervision and Direction: Reports to NC Tennis State Tournament Director and to Local Community Tournament Committee (representing local public and private organizations sponsoring the tournament including the CTA)

Qualifications:

- Minimum: Strong organizational skills (with an ability to attend to detail), strong verbal and written communications skills, strong interpersonal skills, excellent relations with and knowledge of community organizations and facilities providing support, experience as a Local League Coordinator or in helping to organize and provide support services at a state championships tournament.
- Desirable: Experience as a state tournament support coordinator

7. Volunteer Program Manager

Purpose of Position: Manages recruitment, retention, and training of volunteers: principal assistant to the chairperson of the Personnel Management Committee

Major Functions, Responsibilities, Duties:

- Maintains list of current and future volunteer requirements and vacancies
- Develops and maintains list of all CTA volunteer job descriptions
- Identifies internal and external sources of volunteers
- Develops marketing plan for recruitment of volunteers (including an incentive program for hard-to-fill jobs and maintaining a list of volunteer opportunities and needs on the CTA web site)
- Maintains list of incumbent volunteers and pool of interested candidates and their profiles
- Establishes training program for volunteers
- Develops retention plan including a rewards program for volunteers
- Proposes budget for the Volunteer Program
- Executes recruitment and retention plans
- Performs other duties as assigned by the Vice-President

Supervision and Direction: Reports to the chairperson of the Personnel Management Committee, the Vice-President

Qualifications:

- Minimum: 1 year of active CTA Board experience demonstrating strong organizational skills, strong oral and written communications skills, excellent interpersonal skills, marketing knowledge and skills, broad knowledge of USTA programs and role and operations of CTA
- Desirable: Two years experience and education in personnel management

8. Marketing, Public Relations, and Publicity Specialist

Purpose of Position: Provide marketing, public relations and publicity expertise and support for promoting player-oriented programs, supporting volunteer recruitment, and creating a positive image of the CTA and USTA in the community

Major Functions, Responsibilities, Duties:

- Maintains awareness of all player-oriented tennis programs offered by the CTA and community and the promotional materials developed by the USTA, USTA Southern Section, and NC Tennis for programs offered in the community
- Assists player-oriented program managers in promoting and marketing their programs
- As required, develops messages for print and other media, arranges for timely placement of the messages in appropriate media for support of all player-oriented programs and to promote and publicize other activities of the CTA
- Develops or edits magazine and newspapers articles featuring members of the BOD and/or contributions of the CTA to the community
- Assists the Volunteer Program Manager to develop a marketing program to attract and retain volunteers and to publicly acknowledge the contribution of volunteers to the CTA and community
- Assists the Communications Committee to produce and distribute CTA pamphlets and brochures about the CTA and to promote CTA programs on the CTA web site
- Assists the Fund Raising Committee to develop messages and materials useful in obtaining sponsors and donations

Supervision and Direction: Reports to the President and BOD on all assigned responsibilities

Qualifications:

- Minimum: Knowledge and experience in marketing and/or public relations, strong oral and written communications skills, excellent interpersonal skills, creative, familiarity with local advertising media (print, radio, television, etc.), broad knowledge of USTA programs and role and operations of CTA
- Desirable: Graduate degree in marketing or public relations, experience in marketing and public relations at the department level of a large corporation

9. Communications Specialist

Purpose of Position: Ensures effective communications with members, supported community, higher USTA headquarters, general population

Major Functions, Responsibilities, Duties:

- In coordination with CTA principal officers, chairperson of Marketing, Public Relations, and Publicity Specialist (MPR&P Specialist), and Community Relations Specialist, maintains a consolidated electronic directory of CTA members, area players, higher headquarter and community organizations and contacts containing names, addresses, telephone numbers, and e-mail addresses
- Working with MPR&P Specialist, ensures that newsletters are published and distributed by e-mail and are available on the CTA web site
- Working with CTA web site manager, solicits recommendations for improvement of the website, establishes web site content responsibilities, and ensures that website is updated
- Ensures that the CTA calendar of player-oriented program schedules and CTA administrative activities schedule are published in the newsletter and are available on the website
- Updates, publishes, and distributes CTA pamphlets
- Assists principal officers, other BOD members and committees with other written and website communications services as directed by the President and the BOD

Supervision and Direction: Reports to President and BOD on all assigned responsibilities

Qualifications:

- Minimum: Strong organizational skills, strong verbal and written communications skills, excellent interpersonal skills, excellent computer skills, broad knowledge of USTA programs and role and operations of CTA
- Desirable: Experience in managing communications for private or public organization

10. Community Relations and Advocacy Director

Purpose of Position: Ensures effective relationships with key community organizations individuals; member of all committees chaired by the principal officers and who will help to identify and get to know key decision makers in the community and identify projects their community needs to advocate for in order to achieve growth goals.

Major Functions, Responsibilities, Duties:

- Maintains a list of public and private organizations and individuals involved in providing tennis courts, programs, equipment repair, court maintenance, equipment and apparel
- Identifies and maintains list of organizations and individuals that can help in reaching and serving multicultural and special populations and other target populations
- Identifies and maintains list of public organizations and officials that influence programs and resources for tennis in the community
- Identifies local businesses and business leaders that may sponsor or donate funds for tennis events and programs
- Assists in nominating members for the BOD
- Assists in obtaining information from community organizations and individuals for resource acquisition and program development
- Maintains excellent relationship with community organizations and individuals by providing them with information about the CTA and opportunities that serve mutual goals
- Expansion and Renovation of Public Tennis Facilities, Programming & Staffing
- Growth of Youth Tennis through After School Programs
- Growing and Strengthening of Tennis on College Campuses

Supervision and Direction: Reports to the President and BOD

Qualifications:

- Minimum: Very strong interpersonal skills, excellent verbal and written communications, strong organizational skills, broad knowledge of USTA programs and CTA roles and operations
- Desirable: Education business and experience in community relations medium size private or public organization

11. Grants Specialist

Purpose of Position: To provide expertise on relevant grant opportunities and in preparing grant applications to obtain resources for CTA mission

Major Functions, Responsibilities, Duties:

- Routinely researches grant opportunities and maintains and updates list of grant sources having possible use in supporting current and future CTA programs and projects
- Advises chairpersons of the Strategic Planning Committee (President) and Fund Raising Committee (Treasurer), on applicability of grants to meet current and future funding requirements
- Establishes grants program and prepares applications for grants approved by the President and BOD
- Maintains historical files on past grants
- Attends annual NCTA Community Development Workshop

Supervision and Direction: CTA Treasurer, chairperson of Fund Raising Committee

Qualifications:

- Minimum: Strong organizational skills, strong oral and written communications skills, experience in preparing grant applications, broad knowledge of USTA programs and role and operations of CTA, knowledge of USTA and other general grant sources.
- Desirable: Two years experience preparing grant applications for charity or other organization qualifying for grant support

12. Website Technician

Purpose of Position: Provide technical support for development and maintenance of CTA website

Major Functions, Responsibilities, Duties:

- In direct coordination with CTA principal officers, player-oriented program administrators, and committee chairmen, designs, develops and updates CTA website
- Establishes periodic interviews with CTA personnel to obtain guidance for designing and improving the website; provides opportunity to recommend improvements on the website.
- Establishes schedule and procedures for updating website information including identifying specific content and update responsibilities of the various CTA organizational elements
- Implements BOD approved website design, design improvements, and updates website

Supervision and Direction: Reports to Communications Manager

Qualifications:

- Minimum: Education and experience in website development and maintenance, strong organizational skills, strong verbal and written communications skills, creative, broad knowledge of USTA programs and the CTA role, goals, organization and responsibilities
- Desirable: Degree in computer science, three years experience in website design, development, and maintenance for private or public organization

XII. CTA Integration Policy

CTA Integration Policy and Procedures

What are the criteria and process the CTA must go through for League integration?

In order for a CTA to be eligible to gain jurisdiction the CTA must meet the following criteria:

- Must be a current USTA Member Organization
- Must be registered as a nonprofit with the NC Secretary of State
- Must have 501C3 or C4 IRS tax status
- Must file 990 tax returns and present a copy to NCTA yearly
- CTA must demonstrate a willingness for Community outreach
- Must have an active Board of Directors with a regular meeting schedule
- The Board of Directors must be representative of the entire Community Tennis Association area
- There must be an ongoing process where leaders are identified for the future (active Nominating Committee)

Any exceptions to the above criteria must be waived by the NCTA Management Committee

The USTA/NC, the CTA and the Local League Coordinator agree that if there is a disagreement among any party involved there will be a representative from each of the respective parties to meet in an attempt to resolve differences.

The CTA must recognize that the NCTA has the final authority in the following areas:

- Approve the Local League Coordinator
- Approve the Local League Budget
- Approve the Local League Regulations

The local league coordinator will administer the league. The NCTA has supervision over the LLC's administering of the leagues. Administering the league entails:

- Being the only one on the local level to administer USTA League, Mixed, Combo and Super Senior Rules
- Scheduling

The NCTA recognizes that the CTA has jurisdiction in the following areas.

- General Supervision of the LLC, including evaluations
- Guidance and direction
- Financial supervision and accounting

If any of the above conditions are not met the CTA loses the right to have any of the League programs under the CTA umbrella.

Process for Hiring LLC

Once there is an established fact that there is an opening for an LLC in the CTA's service area, it is the request of the NCTA Management Committee that the CTA and the SLC(s) work together from the very beginning. Communication between the two entities is essential. Many times the SLC(s) have knowledge of people in the CTA's service area whom have expressed an interest in the job, and vice versa. That information should be shared. Once the timetable for the hiring is in place between the CTA and the SLC(s) then the following procedure should be followed:

1. The CTA advertises the job in all ways possible to reach as many candidates as possible. The NCTA offers assistance with this as needed.
2. The CTA submits at least one if not more candidates (more than one preferred) to the State League Coordinator (s) (SLC) for an interview. This is with the understanding by the CTA that either candidate submitted is acceptable to the CTA.
3. The CTA President or their representative is invited and encouraged to participate in the interviews with the SLC (s).
4. The SLC (s) makes the decision as to which candidate is acceptable based on the following general criteria:
 - General tennis knowledge
 - League knowledge or experience
 - Administrative, Marketing, Communication and Computer skills
 - Demeanor with players and league officials
5. Once the SLC (s) makes a choice he/she will notify the CTA. The final authority of selection of the LLC is the NCTA.
6. The SLC (s) will call the chosen candidate with the news and will also notify the candidates that were not chosen.
7. The CTA will then contact the chosen LLC
8. Before the LLC begins his/her job, a meeting will be held with the CTA President, the NCTA ED, SLC (s), and the LLC to go over job responsibilities and lines of the chain of command.

Resolution of Disputes

In the event that problems/differences arise between the LLC and the CTA, either party will contact the SLC (s). If problems arise between the SLC and the LLC, the SLC will contact the CTA President. There will be communications between all parties to resolve the problems/differences.

If problems cannot be worked out among the aforementioned parties, then the NCTA ED and or the NCTA Management Committee will step in to mediate to a solution. If a mutually agreed upon solution cannot be determined at this point then the NCTA Management Committee reserves the right to dissolve the CTA League Integration.

To Whom Does the LLC Report?

1. For all league questions, rule interpretations, player issues, scheduling-any questions or concerns regarding league related matters, the LLC reports to the SLC.
2. For all CTA or local matters, the LLC will report to the CTA

Process for Budgets:

As of January 2007- New Process

The NCTA will create a form for budget preparations and send it to the CTA and LLC's by September 1. It is the intent of the NCTA that the LLC and the CTA work together to create this budget.

Budget and Profit and Loss form sent to State League Coordinators by Oct 15th

State League Coordinators will examine information and if there is a question it will be addressed at this time and then sent back for CTA Board approval by November 15th to be incorporated into the full CTA budget for Dec 1st CDLM submission deadline.

Process for CTA Payment of Local League play

1. The NCTA staff person logs onto Tennislink once every two weeks or so during the league season and exports the League Summary Report which tells how many people have paid per league.

2. The NCTA staff person computes the local league fee and sends a check to the CTA.
3. The NCTA staff person also sends an email with the excel spreadsheet backing up the payment to the CTA President (or his/her designee) and the LLC.
4. For refunds of NCTA head tax, the LLC lets the SLC know the number and the refunds of NCTA head tax are paid to the CTA.
5. The CTA then pays the player the NCTA refunded head tax plus the already paid local league fee

Contract between the CTA and the LLC

The CTA should have some sort of contract between the LLC and the CTA. The NCTA has a template for use if needed. The NCTA requests the right to see the contract between the two entities. The CTA should have the LLC fill out a W-9 form before any payments are made. At the end of the year, it is expected that the CTA will issue a 1099 to the LLC if receipts are over \$600 for the year.

FREQUENTLY ASKED QUESTIONS

Who is responsible for setting local league fees and why?

As many of you know, the NCTA has been strictly regulating the budgets for local league play. The question to us is why a League and CTA who has been integrated needs that regulation? The following is an attempt to give the NCTA point of view and work with you on setting policy about the future.

First, a little history. A few years ago, the USTA raised the membership dues by \$10. Many of our local leagues had matured to the point where they charged for league t-shirts, parties, players gifts, etc. Public court fees had increased in several local areas due to the state funding cut backs in the NC state budget. It all kind of hit at once and our state league coordinators began hearing complaints. Players lumped all these increases, although coming from different sources and for very different reasons, as one basic increase in their tennis fees. So, our State League coordinators did a couple of things. One, they worked with the LLC's to "get the fluff" out of the budget. They agreed to charge at the local level for only the following items:

- LLC Stipend 5.00 Per Player
- Postage
- Telephone-Internet
- Printing
- Supplies
- Travel Expense
- Equipment
- Advertising & Promotion
- Captains' Gifts
- Awards
- Court Fees
- Cell Phone
- Captains' Meetings
- Raleigh Tennis Foundation (Raleigh)
- Newsletter (Wilmington)

Recommended periods for reimbursement (1-07)

	Adult Senior	Mixed, Combo, Super Senior
Internet	6 months	4 months
Cell phone	6 months	4 months
Landline (fax phone)	6 months	4 months
Travel	Should pay for travel around league area to clubs and facilities plus USTA meetings	

NCTA dropped the head tax charged to each player for USTA League Adult and Senior by \$2 to \$6. The NCTA introduced pay guidelines for LLC's at \$5/ player in any league that had over 1000 players and a flat \$5000 for any league under 1000 players. The logic in all these reductions was that the NCTA would regulate what we could control. The NCTA does not control the USTA membership fee nor do we have any influence over local governments and what they can charge for court fees.

Thus this brings us to where we are today. There have been several instances already this league season where our integrated League/CTA's have wanted to step outside the regulated local league items and charge for extras. Many of our players play in several leagues. They do not understand why one local league does one thing and another does something else. However, we know that you are trying to listen to your players and that is commendable.

So, while saying all that we would respectfully ask you for your help by doing the following: If your local league feels the need to incorporate in your local fees items not on the above list we ask that you either do so and not have the player be charged through Tennis Link OR if you feel that this charge does need to be put in to the overall local league fee and go up through Tennis Link we respectfully ask that you drop us a quick email explaining what is going to go up through tennis link and why. The NCTA Management Committee will make final approval. Why are we asking you to do this? The USTA/Southern Section requires that the local league budgets are in some way given to the players (CAPTAINS PACKETS, ETC). We also ask that if you do make a "profit" on your leagues that you first and foremost make sure that your LLC and local league have everything they need to operate (equipment, advertising dollars for the next league season etc) before you wrap that money back in to the general fund. We realize this is common sense because as your league grows and succeeds so does your CTA, and most importantly tennis in your community! Lastly, you may pay your LLC any way you see fit that you agree upon; however, we strongly suggest that you follow our above guidelines to insure equal pay for equal work throughout the state.

(from Memo sent to the CTA Presidents May 2005)

Is the LLC an independent contractor of the CTA or the NCTA?

The CTA. Most of the LLC's hired in the USTA/Southern Section are independent contractors.

What should the CTA pay the LLC?

The CTA may pay your LLC any way you see fit that you agree upon; however, we strongly suggest that you follow our guidelines to insure equal pay for equal work throughout the state. The NCTA introduced pay guidelines for LLC's at \$5/ player in any league that had over 1000 players and a flat \$5000 for any league under 1000 players.

Added language from email sent by Kelly Gaines, Jeff Joyce and Bonnie Vandegrift on January 9, 2007:

League Expenditures (1-8-07)

Based upon conversations this morning between our President, Executive Vice President and Executive Director and conversations last year with our Management Committee, we say to the CTA's that we are now adding in our list of approved league expenditures other fees that the CTA feels necessary in the management of the league program if the CTA budget will bear that increase. Other items added to the approved expenditures may be approved based upon local needs (i.e., bonuses or administrative costs.) If you do include bonuses in your budget for LLC's we respectfully ask that they be based on merit and not on an across the board increase. If you do increase your league fee for this purpose, please be mindful that you in your community (both CTA and LLC) need to be aware of any complaints or drop off in participation due to increased fees. We have facing us in 2007 a \$3 Tennis link fee (up from \$2) that we have no control over. Thus, we all need to remain mindful of league fees.

What if the CTA has League money left over at the end of the local league season?

If the CTA does make a "profit" on your leagues that you first and foremost make sure that your LLC and local league have everything they need to operate (equipment, advertising dollars for the next league season etc)

before you wrap that money back in to the general fund. We realize this is common sense because as your league grows and succeeds so does your CTA, and most importantly tennis in your community!

How does the LLC receive payment for necessary expenses?

The LLC should work this out with the CTA, but the common practice is that the LLC submit an expense report with original receipts to the CTA treasurer for reimbursement.

Should there be a Local League committee to support the LLC?

There certainly can be, but the LLC is the only person administrating the league program in that area. This however can be a pathway for local issues to be addressed.

Should the LLC be on the CTA Board?

Prior to the CTA League Integration, when the LLC was not a paid contractor of the CTA, it was always advocated by the NCTA that the LLC be on the CTA Board in some capacity. But now as an independent contractor of the CTA this position needs to be revisited. On the state level and upwards: NO member of the NCTA, STA or USTA staff is a voting member of the Boards, however, we do operate as "expert" advisors (staff liaisons). On a CTA level, it is our recommendation that the LLC's should attend the BOD meetings and any committee meetings that involve his/her area of expertise but not to be put in a voting capacity. It could be that the LLC have a permanent spot on the CTA Board as an "Ex-Officio non-voting member of the Board".

Updated 1-07

XIII. Economic Impact Study

For a sample on an "Economic Impact Study" survey and report, please [click here](#).

XIV. USTA Insurance Policies

To apply or get more information on USTA Liability Insurance and Directors and Officers Insurance policies, please [click here](#).