

# TENNIS CENTER MANAGEMENT MODELS

This guide was developed to assist and educate municipalities seeking to build their tennis offerings in the community. By highlighting three of the most commonly used models of operation for tennis facilities in the country, we hope to give you a better understanding of what option(s) might work best for you. When analyzing these models, it is important to consider your organization's knowledge of tennis and the number of staff members you are willing and able to dedicate to tennis.

## Municipality Programs

This model is based on having the local city staff its tennis center, with a program/athletic/tennis supervisor overseeing the tennis program. This person may or may not be an on-court employee.

As an on-court employee, the supervisor would directly be involved with lessons, clinics and coaching. Their role would also include creating, organizing, advertising, promoting and running the on-court programming. This person may or may not be your organization's only tennis employee, based on the demand for tennis in the community, and they may or may not have full-time status.

If the supervisor is not an on-court employee, his or her responsibilities will fall under a more administrative role, and they would need staff or volunteers to run the on-court programming. This person would not only supervise the on-court employee(s) but would also organize, advertise and promote the programming. More than likely, they would oversee other aspects of recreation or other programs as part of their daily responsibilities.

Either type of employee would work closely with local CTAs, state and district USTA offices, and USTA section offices to help grow their tennis program through various initiatives, programs, leagues, tournaments and grants.

## Contractor Programs

This model is based on contracting out the operations of a tennis center to an outside individual or management company that will run staff and administrate the entire tennis operation.

The model serves as a practical solution to entities, either public or private, seeking to generate a rental income at their facility without the allocation of staffing and operational resources.

In most cases, public facilities and municipalities seeking this approach will generate a request for proposal (RFP), announcing the upcoming invitation for individuals and companies to submit a proposal based on the requirements of the contract.

Based on the size of the project, municipalities will extend the requirements and details of services to be provided. As an example, municipalities may consider the following criteria in a proposal:

- **Qualifications of the firm or individual**
- **Qualification of the staff**
- **Services and programming**
- **The technical approach to the operation (marketing plan, maintenance, customer service)**
- **Fee schedule (list of fees to be charged)**
- **Rental proposal (fee to be paid to the municipality)**
- **Liability insurance**

It is in the best interest of the tennis community that municipalities look not only at the benefits and savings of contracting out the tennis operation, but also to the type of activities and programming that the selected contractor will commit to providing.

## Blended Approach

The blended approach incorporates both aspects of the municipality and contractor models. If a municipality is running its on-court tennis programming, but would also like to offer tennis options for more advanced players, the blended approach provides a good option. By contracting out a high-performance tennis academy to complement the municipality-run programs, an organization can enjoy the benefits of both models.

## Summary

There is no perfect model that will work for every organization. Each organization has its own culture, budgetary constraints, policies and types of facilities. This means that these models will need adjustment to meet the needs of any given organization. By understanding the pros and cons of the above models, you can begin to decide the best option for your particular situation.