

Health Check: A Self-Assessment Guide to CTA Success

The CTA Health Check is a self-evaluation tool to measure the overall health and success of your independent CTA. Completing this Health Check will help your CTA leadership design a plan to strengthen your organization and have a broader impact on the health, fitness, and education of your community, which may create opportunities to increase local tennis participation and programming in your schools and public parks for children and adults.

THE HEALTH CHECK FOCUSES ON FOUR ESSENTIAL AREAS:

- Structure
- Planning
- Programming
- Communications

The questions in each section outline what a strong, successful CTA looks like. We recommend that several members of your board or team complete it individually at first, then come together to compare answers and finalize a shared version. It's a great way to align your vision, set priorities, and celebrate how far you've come.

Preamble: Qualifying as a Community Tennis Association (CTA)

Please respond to each of the following questions which are basic requirements to be a Community Tennis Association in good standing according to the USTA national by-laws:

1. Is your CTA incorporated?
2. Is your CTA registered as a not-for-profit organization?
3. Is your CTA geographically defined?
4. Does your CTA provide multipurpose, comprehensive programming?
5. Is your CTA volunteer supported?

If your organization is unable to answer YES to all five questions, please contact your USTA Section or District/State for assistance in meeting these requirements.

GENERAL CTA INFORMATION

Name of CTA: _____

USTA Section: _____

USTA District / State (if applicable): _____

Name of President, Executive Director, or Leader of CTA: _____

CTA Mailing Address: _____

CTA Website: _____

Year and District / State in which CTA was formed: _____

Structure: Building a Strong Foundation

A solid organizational structure is the backbone of a successful Community Tennis Association. It ensures your CTA operates smoothly, makes effective decisions, and stays aligned with its mission.

This section looks at how your board is organized, how responsibilities are managed, and whether your bylaws and governance practices set you up for long-term success. A strong structure not only helps you run more efficiently—it also builds trust with your community, partners, and supporters.

Let's take a look at how your CTA's structure supports your goals—and where there may be opportunities to grow stronger.

1. **Our CTA is registered as a not-for-profit under IRS Code Section 501(c): (Yes/No)**

2. **Our CTA has a Tax Identification Number (EIN): (Yes/No)**

If so, our CTA's EIN is: _____

3. **Our CTA has defined By-Laws: (Yes/No)**

4. **Our CTA has a mission statement: (Yes/No)**

If yes, please include your mission statement: _____

5. **Our CTA has a Board of Directors or Management Committee: (Yes/No)**

If yes, are their roles and responsibilities defined and written: (Yes/No)

6. **Our CTA has an active USTA Organizational Membership Number: (Yes/No)**

If your CTA is not a member, click [HERE](#) to become a member organization

If so, our CTA's Organizational Member Number is: _____

7. **Our CTA is an NJTL Chapter: (Yes/No)**

8. **Our CTA has insurance: (Yes/No)**

The USTA offers insurance assistance to CTAs that qualify. (circle all that apply)

For more information, click [HERE](#) .

General Liability insurance

Directors & Officers insurance

Our CTA does not have insurance

Other: _____

9. **Our CTA has a specific individual responsible for preparing periodic financials: (Yes/No)**

10. **Our CTA submits an annual tax return: (Yes/No)**

If so, please circle the return filed: 990-N 990-EZ 990

11. **Our CTA files with our state's Charitable Solicitations requirements: (Yes/No)**

12. **Our CTA operates using: (circle all that apply)**

Volunteers

Paid part-time employees

Paid full-time employees

Independent contractors

13. **Our CTA conducts regular meetings (ex. monthly, bi-monthly, quarterly): (Yes/No)**

14. **Our CTA maintains meeting minutes: (Yes/No)**

15. **Our CTA has members who are also volunteers for USTA District/State, Section, or National committees or Boards of Directors: (Yes/No)**

For more information about your CTA qualifying to become an NJTL, click [HERE](#)

For each YES answer as well as each answer circled (including response on "Other" line), give your CTA one point. Total possible points = 18.

Total points for the Structure section: _____

Planning: Charting the Course for Success

Great things don't happen by accident—they happen through intentional planning. In this section, we take a look at how your CTA sets goals, makes decisions, and stays focused on the big picture.

Strong planning helps your organization stay on track, use resources wisely, and adapt to change with confidence. Whether you're building your first strategic plan or updating an existing one, having a clear roadmap is key to long-term success.

Let's explore how your CTA approaches planning—and where you can strengthen your vision for the future.

1. Our CTA has created and uses the following written plans: (circle all that apply)

- | | |
|----------------------------|---|
| Annual business plan | Leadership succession plan |
| Annual budget | Risk Management plan |
| Volunteer recruitment plan | Our CTA has not created any written plans |

2. Our CTA meets with our USTA District / State personnel for planning purposes: (Yes/No)

3. Our CTA's annual budget is: (select one answer only)

- | | |
|----------------------|--|
| Under \$10,000 | Over \$100,000 |
| \$10,001 - \$25,000 | Our CTA does not have an annual budget |
| \$25,001 - \$50,000 | Not sure |
| \$50,001 - \$100,000 | |

4. Our CTA derives its income from: (circle all that apply)

- | | |
|---|--------------------|
| Programming revenue | Government grants |
| Individual donations | Corporate grants |
| USTA family
(District/State, Section, National) grants | Fundraising events |
| Foundation grants | Other: _____ |

5. Our CTA has Committees to carry out its tennis initiatives: (Yes/No)

6. Our CTA has the following Committees: (circle all that apply)

- | | |
|--|--|
| USTA Leagues | Adaptive |
| Adult Tournaments | Wheelchair |
| Adult Social Leagues | DEI |
| Junior Team Tennis | Communications (includes social media) |
| Junior Tournaments | Fundraising |
| Junior Local Play and Competition
(non-ranked play) | Our CTA does not have committees |
| Grievance Committee | Other: _____ |

7. Our Board Members are certified through Safe Play: (Yes/No)

For more information regarding Safe play, click [HERE](#) .

8. All volunteers who work with children under the age of 18 are certified through Safe Play: (Yes/No)

For more information regarding Safe play, click [HERE](#) .

9. Our CTA partners with the following organizations/entities to help plan and grow tennis awareness and participation: (circle all that apply)

Local schools

YMCA and YWCA

Local tennis clubs

Boys & Girls Clubs

Local pros

Big Brothers / Big Sisters

Local Parks & Recreation Departments

Other: _____

City and County officials

For each YES answer as well as each answer circled (including response on "Other" line), give your CTA one point. Total possible points = 42.

Total points for the Planning section: _____

Programming: Where the Rubber Hits the Road

Effective programming is the heartbeat of a thriving tennis community—it’s where planning turns into participation and vision becomes impact. This section takes a closer look at how our Community Tennis Association (CTA) delivers, supports, and evaluates programming for both youth and adults.

1. **Our CTA establishes specific annual goals for Programming and/or Participation: (Yes/No)**
2. **Our CTA provides or supports the following programs or works with providers to initiate tennis programming: (circle all that apply)**

USTA Adult Leagues	USTA Junior Tournaments
Adult Social Leagues and/or Tournaments	School Programming
Adult USTA Tournaments	Afterschool Programming
Adult Red Ball Play	Adaptive Programming
USTA Junior Team Tennis (JTT)	Wheelchair Tennis
USTA Junior Local Play and Competition - Team Challenges	Local Outreach
USTA Junior Circuits	Other (list) _____
Youth Red Ball Team Play	
3. **Our CTA has separate committees to address youth and adult programming: (Yes/No)**
4. **Our CTA has a Serve Tennis Account: (Yes/No)**

For each YES answer as well as each answer circled, give your CTA one point. Total possible points = 18.
Total points for the Programming section: _____

Communications: Connecting with Your Community

Effective communication is at the heart of every strong CTA. It's how you share your mission, promote programs, celebrate success, and build lasting relationships with players, volunteers, partners, and the broader community.

This section looks at how your CTA communicates—both internally and externally. From websites and social media to newsletters and community outreach, strong communication helps your message land with impact and keeps people engaged.

Let's dive into how your CTA is connecting with others—and where there might be opportunities to strengthen your voice.

1. Our CTA communicates to its volunteers on a regular basis: (Yes/No)

2. Our CTA communicates to its participants using: (circle all that apply)

Our CTA website

Text Blasts

CTA Newsletter

Posted notices (banners, yard signs, etc.)

Email programs (such as Constant Contact)

Third party newsletters

Facebook

Trade shows

Instagram

Other Sporting Events

X (Twitter)

Webinars

Tik Tok

Other: _____

3. Our CTA receives information about the USTA via: (circle all that apply)

Email

Direct contact with District or State

USTA Website

USTA Grassroots Webinar

USTA Section

4. Our CTA communicates regularly with our District / State personnel: (Yes/No)

5. Our CTA conducts an annual meeting or event that is open to the public: (Yes/No)

For each YES answer as well as each answer circled (including response on "Other" line), give your CTA one point. Total possible points = 22.

Total points for the Communication section: _____

Summary

Thank you for completing the CTA Health Check! Your scores provide a snapshot of your organization's current strengths and areas where there's room to grow.

Each core area—Structure, Planning, Programming, and Communications—offers valuable insights to help you prioritize your next steps. Higher scores indicate strong performance, while lower scores highlight opportunities for improvement and focus.

CTA SELF-ASSESSMENT SCORES (OUT OF 100):

- Less than 40 – Your CTA is just getting started, and that's okay! Focusing on the basics of governance and programming will build a strong foundation for future growth.
- 41 to 60 – Your CTA is building momentum. With a few focused improvements, you're on your way to making an even greater impact in your community.
- 61 to 80 – Your CTA is doing well in many areas. With continued effort and fine-tuning, you're positioned to grow your programs and strengthen your outreach.
- 81 to 100 – Your CTA is thriving and making a real difference! Keep up the great work and continue sharing your success to inspire others across the tennis community.

Remember, this health check isn't about perfection—it's about progress. Use your results as a guide to tap into available resources and support that can help your organization thrive.

There are great tools and support available to help you grow in each of these areas:

- To access the USTA National CTA website, click [HERE](#)
- To contact a CTA representative at the USTA, email cta@usta.com
- To locate your USTA Section, click [HERE](#)
- For more information nonprofit resources, click [National Council of Nonprofits](#)
- For more information on Board Development, click [BoardSource](#)