

**The Board of Trustees
of the
Tennis Foundation of St. Petersburg, Inc.
is expanding.**

5

**new members will be
selected to serve.**

**An explanation of the qualifications, duties and
responsibilities of a Trustee**

and

Applications

are available at

www.stpetetenniscenter.com

**Completed Applications must be received by
November 27, 2018.**

Tennis Foundation of St. Petersburg, Inc.

Board of Trustees Expansion Plan

For the past 17 years the Board has consisted of a small group of original founders. The time has come to improve our governance and develop a more appropriate Board of Trustees to lead us into the future. Before the end of 2018, the current 4-person Board intends to add an additional five Trustees. An additional expansion of the Board may take place in 2019 with the objective of stabilizing with 11 Trustees.

The Tennis Foundation operates under the 501c3 statutes of the IRS. As such we are tax-exempt and donors can deduct contributions to the Tennis Foundation on their personal tax returns. In making these concessions and others, the entity must submit a plan of public purpose and receive acceptance from the IRS. The Tennis Foundation received approval as a not-for-profit to provide public service as such:

The Tennis Foundation operates the St. Petersburg Tennis Center as a public tennis center in a socially diverse and economically disadvantaged area of St. Petersburg. SPTC provides public access to Har-tru tennis courts at reasonable cost to tennis players, many of whom are senior citizens. In addition SPTC supports Courier's Kids, an after-school tennis program providing professional tennis instruction that is free to neighborhood children and affordable to other families.

Trustees act as guardians of the public trust. They are responsible for ensuring that the not-for-profit is carrying out its public purposes and is not operating for the financial gain of any Trustee.

Trustees serve without compensation and are expected to carry out their duties as volunteers for the public good, and to exercise, on behalf of the public, a legal and fiduciary responsibility. In this context, trusteeship is a serious business and not simply an honor.

Major responsibilities of the Trustees:

- Maintain the organization's adherence to its public purpose
- Determine the organization's overall program and create long-term plans
- Establish fiscal policies, financial controls, and governance standards
- Provide adequate resources for the activities and approve operating budgets
- Make direct contributions and obtain fund raising donations from others
- Select, evaluate, and, if necessary, terminate the General Manager
- Maintain a communication link to the community promoting the mission

As a not-for-profit corporation, the key documents are the Articles of Incorporation and the Bylaws. These two organizational documents are now 17 years old and the expanded Board will be asked to review, and amend, if necessary.

In addition, the Trustees operate under a conflict-of-interest policy and a Trustee policy explaining term limits and other requirements of a Trustee.

Importantly, Trustees do not manage the tennis center. The Board hires the General Manager to operate within a job description and written policies. The General Manager reports to the entire Board or a designated operating committee of Trustees. Direction and orders from individual Trustees is strongly discouraged. A sure way to create a dysfunctional organization is to have Trustees meddling in day-to-day operations.

Trustees also have no elevated standing as a user of the tennis center. Favoritism for Trustees is a time-proven way to undermine the status of the Board.

Board Composition

The expansion of the current board will allow the Tennis Foundation to attract volunteers with special knowledge and experience that is important to the proper oversight of the fiduciary responsibility.

Applicants with a proven record of success in one or more of the following areas are especially valuable:

- Prior not-for-profit Trusteeship

- Organizational planning
- Finance and accounting
- Successful fund-raising leadership
- Legal experience with businesses and/or not-for-profits
- Facilities management including construction and maintenance
- Prior tennis facility management
- Community leadership and representation
- Established relationships with relevant governmental agencies
- A substantial commitment of personal contributions

The current Board believes that this expansion of the Board will strengthen the Tennis Foundation in many important ways. Creating a matrix of Trustees with varying skills and experiences is important.

Board Requirements

The current Trustees understand that the Board is stronger and broader when terms are limited. A staggered set of annual appointments will allow for a regularly evolving Board with fresh ideas and opportunities for evolving skill-sets as circumstances change. The terms for current Trustees, with their 17 years of context, will expire within two years. Once the Board has expanded and stabilized, policies for reelection and term limits will be decided.

In the near future, Board Meetings will be held quarterly along with an annual session for strategic planning and mission re-evaluation. Attendance at meetings is important and participation by everyone is necessary if the Board is going to operate effectively. Additional meeting may be necessary during this transition period.

No group of people should display a greater commitment to a not-for-profit than its trustees. The Trustees are the financial mainstays of the organization as well as the fiduciary guardians of the mission. Without adequate financial resources, the mission is at risk. Likewise, when an organization seeks grants and donations from charitable-savvy individuals, many ask what is the percentage of the Board that makes financial contributions. To some this is a litmus test of a healthy and committed Board.

There are three governance expenses that are fiduciary by nature. A financial audit is a 501c3 requirement, Directors and Officers Insurance directly protects Trustees, and legal representation is critical to our fiduciary responsibilities as Trustees. Given that our current costs for audit and D&O insurance is \$6,000, a minimum annual contribution of \$500 per Trustee seems more than reasonable.

The 20-year lease with the City of St. Petersburg will end on December 31, 2024. Much has been accomplished over the past 17 years but there are no assurances for the future. With a strong, broad and committed Board, the St. Petersburg Tennis Center and Courier's Kids can be assured of a sustainable future. Without the kind of leadership outlined above, we will not control our own destiny at the St. Petersburg Tennis Center.

Committees of the Board

Trustees carry responsibilities consistent with "owners". Some individuals may be uncomfortable in that role but remain interested in supporting the St. Petersburg Tennis Center in some capacity. Advisory Committees report to the Board but do not have the fiduciary commitments of the Board and may be more appealing.

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Following the expansion, the Board of Trustees intends to create the following Advisory Committees:

- Development Committee to seek donations and grants.
- Volunteer Coordination Committee to organize projects and support
- Facility Committee to provide advice and assistance with capital assets
- Additional advisory committees may be later formed when appropriate.

Included is a Tennis Foundation Board of Trustees Application. We encourage you to apply and become a Trustee. This is a crossroads moment in the history of the tennis center and we need strong leadership. You are the future. As our motto says:

Proud of Our Past, Dedicated To The Future

Sincerely,

The Board of the Tennis Foundation of St. Petersburg, Inc.