

Fiduciary Duties & Engaged Board

Board – Staff Distinctions

Governing Documents

Strategic Roadmap

Smart Board Meetings

CTAs – “Just Do it Right”

What about Bob

- Florida
- US Chamber – IOM
- Abu Dhabi, Armenia, Azerbaijan, Belarus ----- Ukraine, Uzbekistan...
- www.nonprofitcenter.com
- bob@rchcae.com





USI
NORTH CAROLINA

CAE
RobertCHarris, CAE



US
NORTH CAROLINA



E.L.M.O.



ENOUGH, LET'S MOVE ON

RCH CAE
RobertCHarris,CAE

Governance

(Board of Directors)

....having authority to conduct the policy, vision, and affairs of an organization....

Policies

Budge/Finances/Audit

Value

Vision

Maintain Altitude

Board of Directors

ALTIMETER OF GOVERNANCE

50,000'
Board
of Directors

25,000'
Committees

10,000'
Management

**We are in the
Weeds!**





Secretary of State
Elaine F. Marshall

About

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[Programs](#)

[Agency Information](#)

[Online Services](#)

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Search Results

BRD Search: Records Found: 2

Words: Starting With **Organization Name** North Carolina Tennis **Search**

Key: Organization Name (SOSID)

Status • Organization Type

[Search Again](#)

North Carolina Tennis Association, Incorporated • 0105272

Current - Active • Non - Profit Corporation

North Carolina Tennis Foundation • 0105273

Current - Active • Non - Profit Corporation

Corp Status

USTA
NORTH CAROLINA

RCH CAE
RobertCHarris, CAE

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2023

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2023 calendar year, or tax year beginning 01-01-2023, and ending 12-31-2023

B Check if applicable:

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☒ Amended return
☐ Application pending

C Name of organization
NORTH CAROLINA TENNIS
ASSOCIATION INC

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
2709 HENRY STREET

City or town, state or province, country, and ZIP or foreign postal code
GREENSBORO, NC 27405

D Employer identification number

56-1121513

E Telephone number

(336) 852-8577

G Gross receipts \$ 3,799,779

F Name and address of principal officer:

KELLY GAINES
2709 HENRY STREET
GREENSBORO, NC 27405

H(a) Is this a group return for subordinates?

☐ Yes ☒ No

H(b) Are all subordinates included?

☐ Yes ☐ No

If "No," attach a list. See instructions.

H(c) Group exemption number

I Tax-exempt status: ☐ 501(c)(3) ☒ 501(c)(4) (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: NCTENNIS.COM

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 1974

M State of legal domicile: NC

Part I Summary

1 Briefly describe the organization's mission or most significant activities:

TO PROVIDE AND DEVELOP TENNIS THROUGHOUT NORTH CAROLINA BY WAY OF RECREATIONAL LEAGUES AND TOURNAMENTS. TO REACH OUT TO PEOPLE THAT MIGHT NOT ALREADY PLAY THROUGH COMMUNITY DEVELOPMENT PROGRAMS.

2 Check this box ☐

3 Number of voting members of the governing body (Part VI, line 1a)

4 Number of independent voting members of the governing body (Part VI, line 1b)

5 Total number of individuals employed in calendar year 2023 (Part V, line 2a)

6 Total number of volunteers (estimate if necessary)

7a Total unrelated business revenue from Part VIII, column (C), line 12

b Net unrelated business taxable income from Form 990-T, Part I, line 11

3	35
4	35
5	13
6	
7a	0
7b	

Prior Year

Current Year

Activities & Governance

USTA
NORTH CAROL

(2) MARK DILLON
PRESIDENT

(3) KIM COSTON
FIRST VICE P

(4) LEANN NEASE BRO
VICE PRESIDE

(5) DEBBIE SOUTHERN
VICE PRESIDE

(6) JD WEBER
SECRETARY

(7) TERESA LINDSAY
TREASURER

(8) COOKIE GUARINI
IMMEDIATE PA

(9) KERMIT NIXON
AREA DIRECTO

(10) GAYLE HIGH
AREA DIRECTO

(11) SCOTT ALSTON
AREA DIRECTO

(12) ANNA MERCER-MC
AREA DIRECTO

(13) HOLLY HANEY
AT-LARGE DIR

(14) SCOTT HANDBACK
AREA DIRECTO

(15) SUSAN KNIGHT
AREA DIRECTO

Board Focus

- Policy and Positions
- Budget and Finances
- Programs and Value
- Long-Term Perspectives

Stay in Your Lane

Govern More - Manage Less!

**BOARD GOVERNS
STAFF MANAGES**

Work inside the Guardrails



Mission

(Purpose for existence)



Articles of Incorporation

(Relationship to state gov't.)



Bylaws

(Relationship to members)



Policies

(interpretation of the governing documents)



Strategic Plan

(roadmap for the organization)



Annual Budget

(financial position)

Mission Driven

*To promote and develop the
game of tennis in NC®.*





Mission Statement

The Community Tennis Association of Henderson County (CTA-HC) is a not-for-profit, all-volunteer organization which endeavors to spread the joy of tennis within our community!

We promote the growth of tennis to people of all ages, and partner with other community recreational organizations to make tennis more widely available.



Strategic Roadmap



STRATEGIC PLAN 2018-2020



OUR MISSION

NYSAR advocates for REALTORS® and their consumers, elevates professional competence, seeks local board collaboration and promotes the value of REALTOR® membership and engagement.



OUR VISION

NYSAR is the indispensable business partner for real estate professionals and local boards/associations in New York State.



ADVOCATE

NYSAR is the most trusted and influential advocate for real estate business interests and private property rights in New York State.

We will:

- ▶ Proactively develop and expand opportunities to address local regulatory and legislative issues in partnership with local associations.
- ▶ Fully utilize REALTOR® Party resources.
- ▶ Engage consumers in our grassroots advocacy efforts.



ELEVATE

NYSAR continually raises the bar of professionalism for New York brokers, agents, appraisers and REALTOR® associations.

We will:

- ▶ Deliver timely, innovative and market-driven education programs that expand member's business skills, promote risk management and increase professional competence.
- ▶ Work with local boards to ensure an effective and compliant professional standards enforcement program that includes regional and statewide options.
- ▶ Expand and strengthen our cooperative leadership development efforts.



ENGAGE

NYSAR engages with industry partners and consumers in order to create timely programs and services that meet the demands of a rapidly evolving marketplace.

We will:

- ▶ Gather and analyze more robust member, consumer and market data to better meet the business needs of brokers, agents, associations and MLSs.
- ▶ Develop opportunities for brokerages, local associations and MLSs that strengthen cooperation and promote mutually beneficial relationships.
- ▶ Expand partnerships with regional industry and advocacy organizations.



PROMOTE

NYSAR promotes its unique value and the value of the REALTOR® brand to consumers, members and licensees.

We will:

- ▶ Be the "Voice for Real Estate," positioning NYSAR as the preeminent source of information on market data and trends thus elevating member and consumer perception of REALTOR® value.
- ▶ Reinforce our value proposition to members and utilize NAR resources to support and strengthen the perception of the REALTOR® brand.
- ▶ Promote careers in real estate and the value of being a REALTOR®.

New York State Association of REALTORS®
130 Washington Avenue, Albany, NY 12210

P 518.463.0300
F 518.462.5474

www.NYSAR.com
info@nysar.com





Strategic Plan 2025-2030

Our Mission: Advancing the safest and highest-quality asphalt infrastructure to drive Indiana's economy



Advocate

Represent the interests of members to promote the asphalt industry.



Educate

Provide training & resources for the asphalt industry, agencies, & the public.



Connect

Facilitate collaboration among members, customers, partners, & future workforce.



Lead

Steer a dynamic trade association dedicated to serving its members & the state with impact & purpose.

Government Relations

Build & maintain relationships with state and local agencies.

Coalitions

Collaborate with national, state, & local organizations & allied industries.

Expertise

Provide guidance on fair design, material, & construction technologies to promote high-quality & sustainable infrastructure.

Future Focus

Identify & drive advancements in safety, technology, & innovation.

Education

Host technical meetings, workshops, & the Winter Conference & Expo; Partner with INDOT to deliver certification programs.

Resources

Develop tools & materials to promote industry-standard asphalt material & construction specifications.

Excellence

Highlight innovation, quality, & merit through awards & recognition.

Workforce

Increase awareness of careers in Indiana's asphalt industry among students & educators; Explore

Network

Foster valuable networking opportunities for members & suppliers.

Outreach

Implement targeted communication, expand social media presence, & evaluate philanthropic efforts.

Presence

Actively participate in key industry events & tradeshow.

Customer Relations

Create opportunities to develop & strengthen relationships.

Leadership

Cultivate & sustain a pipeline of future leaders for APAI.

Financial Stability

Maintain steady revenue streams & responsibly steward reserves.

Staffing

Support staff through professional development & ensure sufficient capacity to meet organizational needs.

Membership

Provide indispensable benefits & services to drive member growth & retention.

USTA North Carolina Strategic Pillars

USTA North Carolina Strategic Pillars

Organizational Excellence

Employ sound fiscal management while requiring financial accountability.

Broaden technology and project management planning for operational competencies, service improvement and disaster recovery.

Conduct respective succession plans to recruit, develop and retain staff and volunteers.

Infrastructure

Work with local communities to construct and maintain tennis facilities available to the most people.

Assist rural and under-resourced communities lay the foundation for local tennis organization and play.

Coordinate and deliver digital infrastructure for all stakeholders.

Programming

Provide and publicize quality programming to grow participation for all ages and abilities.

Support recruitment, training, retention and education of new and existing coaches, instructors, officials and tournament directors.

Actively engage schools and public parks to facilitate tennis participation.

Hospitality

Provide a welcoming atmosphere for all.

Encourage active participation on the court and in the organization.

Foster fearlessness, transparency, trust and exchange of ideas.

Cultivate a societal commitment to touching lives through tennis.

Community

Engage all ages and populations by providing tennis opportunities.

Advocate for tennis locally, statewide, and beyond.

Enhance player experience by providing coaching, social connections, and fun opportunities.

Collaborate, connect and communicate with Community Tennis Associations, other USTA partners and stakeholders.



s Kraft LLC/Corbis/Getty Images)

**Great leaders are
almost always
great simplifiers...**

Gen. Colin Powell



USTA North Carolina Strategic Pillars

USTA North Carolina Strategic Pillars

Organizational Excellence	Infrastructure	Programming	Hospitality	Community
Employ sound fiscal management while requiring financial accountability. Broaden technology and project management planning for operational competencies, service improvement and disaster recovery. Conduct respective succession plans to recruit, develop and retain staff and volunteers.	Work with local communities to construct and maintain tennis facilities available to the most people. Assist rural and under-resourced communities lay the foundation for local tennis organization and play. Coordinate and deliver digital infrastructure for all stakeholders.	Provide and publicize quality programming to grow participation for all ages and abilities. Support recruitment, training, retention and education of new and existing coaches, instructors, officials and tournament directors. Actively engage schools and public parks to facilitate tennis participation.	Provide a welcoming atmosphere for all. Encourage active participation on the court and in the organization. Foster fearlessness, transparency, trust and exchange of ideas. Cultivate a societal commitment to touching lives through tennis.	Engage all ages and populations by providing tennis opportunities. Advocate for tennis locally, statewide, and beyond. Enhance player experience by providing coaching, social connections, and fun opportunities. Collaborate, connect and communicate with Community Tennis Associations, other USTA partners and stakeholders.

Players

(pro, jr, ability)

Programs

(tournaments, entry)

Partners

(private/public)

Leadership

(pipeline, CTAs, finances, pro staff)

Pop Up Banner at Meetings

HEARTLAND REALTOR ORGANIZATION

Strategic Objectives

MISSION | To provide our members with personalized service and exceptional resources

The most vibrant and valuable REALTOR® organization inspiring success, innovative growth, fun, and professional collaboration

VISION

Core Missions

- ENGAGE** | Provide opportunities, benefits, and services that facilitate the success of members
- ADVOCATE** | Represent the interests of real estate and protect private property rights
- ELEVATE** | Provide education and information that elevates professionals and promotes standards of excellence
- CARE** | Improve awareness of the profession through community and public relations
- SUPPORT** | Maintain a highly effective organization to grow the profession

Tallahassee Board of REALTORS® The mission of the Tallahassee Board of REALTORS® is to protect property rights and support the success of our members.

Strategic Direction: THE ROAD TO 2020

- 1. Member Value**
 - Provide Resources and Tools
 - Facilitate Business Relations
 - Provide Technology Training
 - Serve All Real Estate Sectors
- 2. Community & Public Relations**
 - Increase Community Awareness
 - Improve Media Relations
 - Facilitate Community Involvement
- 3. Professional Standards**
 - Protect Consumers & Realtors
 - Provide Education
 - Ensure Ethics
- 4. Advocacy & Government Relations**
 - Monitor & Respond to Legislative Issues
 - Encourage Engagement
 - Advocate for Housing
 - Maintain Collaboration
 - Support Regional Economic Growth
 - Support Leadership in Public Service
- 5. Association Excellence**
 - Increase Membership Growth
 - Maintain Financial Stewardship
 - Invest in Technology
 - Manage Assets
 - Develop Leadership
 - Maintain Professional Staffing







Mission: The Florida Apartment Association is a federation of associations representing and advocating the interests of the Florida multifamily rental housing industry.

Vision: To be recognized as the champion for housing opportunity.

Goal: Advance the industry and association through research, advocacy, and fostering a healthy rental housing supply.

ELEVATE THE ASSOCIATION	ADVANCE THE INDUSTRY	SUPPORT & ENGAGE LOCAL AFFILIATES	FOCUS ON STRATEGIC GROWTH
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Jordan Mora-Petras