

President's Report

Having completed my first term as president I have taken several moments to reflect on the activities, challenges, and accomplishments of the last 2 years. While there has been plenty of each I believe that the tremendous amount of time and dedication showed by the team has been extremely impressive and invaluable in reshaping the organization. Realizing this, I can take some comfort in knowing that we have made improvements in many areas, not only from a tennis standpoint but also from an operational standpoint that have positively impacted the organization.

I am however not under any illusion that we are at the end game, but instead, plenty of goals remain ahead for the organization to accomplish.

Objectives and Strategic Goals Measurements

In 2015 we completed an assessment of the organization and set about defining objectives and goals. I have highlighted below some of the key objectives that we had agreed to focus on and also noted the progress and current status at the end of this term.

Focused on making the organization more financially viable.

We have continued to implement several fiscally responsible procedures as we work to making the organization financially viable. While at the same time ensure that we are financially compliant with all required government regulations. Some of the improvements are as follows:

- Implemented annual audits
- Revamped the electronic accounting process
- Introduced programming budgets for all events
- Enforced billing and payment procedures
- Introduce compliance regulations in accordance with the charities act

The Executive is determined to maximize our financial resources to obtain financial stability. This objective is probably the most challenging for the organization. We have we e had to make difficult decisions on what we can and cannot do as an organization. This includes for example.

- Electing to only participate in international competition which provides maximum value to the development of future local talent.

- Streamlining our offering for local events such as the ITF Jr Tournament
- Encourage traveling players to participate in the funding of the trip either via funding events, obtaining sponsors and or donations.
- Encourage the tennis community to give back to the BLTA as a means of cutting cost on various events and or activities
- Restructuring program sponsorships to ensure effective use of funding

With regards to fundraising, we now have a fundraising committee in place which is working to obtain general funding and or funding for specific programs. We have several sponsorship packages available for distribution.

Implement a structure to allow for continuity within the BLTA administration and operations.

To increase the effectiveness of the business and organizational processes of the BLTA we are implementing the following key elements

- Updating the By-laws to ensure consistency, ensure continuity and also to ensure financial compliance and to allow for the continuance of the administration during officer changes.
- Defining the procedures and processes of the organization.
- Review and/or define and our existing and new tennis programs.
- Working towards developing better communications with our members, players, and sponsors.

Increase BLTA programming for juniors and adults.

The BLTA programming which was certainly in decline is now seeing a revitalization and growth in several areas. A concerted effort has been made with regards to junior development. The BLTA now directly administers and or supports the following junior programs

- Weekly Grass Roots
- A revamped Pepperidge Farm Program
- Weekly Developmental program for advanced juniors in all age groups
- Administrates the Chubb in the school's program
- Increased participation in international junior events
- BLTA host its own junior tournaments
- Structured trial match participation for international representation at all levels

The BLTA certainly has a focus on the development of junior players it also recognizes that we still have to meet the needs of adult and recreational players as well. To that end, the BLTA support an

- Island wide singles tennis ladder
- A Commercial league program,
- Winter League
- Mix doubles league.
- BLTA Singles Tournaments

While improvements have been recognized there are admittedly some areas however that are still remaining static or showing inconsistent results. The most visible area would be adult tournaments.

[Introduction of a BLTA specific tennis methodology](#)

The BLTA under the direction of the National Tennis Director has implemented a Tennis methodology which provides a pathway for any player wishing to excel in local tennis. Our methodology provides clear phases of development and not only involves the BLTA's own programs but also calls for the participation of local clubs and various other feeder programs. The end result is to take players to whatever level they so desire to reach in tennis.

This methodology also utilizes Pro Registry coaches which certifies that they have obtained a minimum ITF Level 1 Coaching standard. This will help to ensure consistency of coaching for our kids especially as they reach higher levels.

The BLTA hosted a ITF level 1 coach's course in 2016 to increase the coaching pool.

[Rebranding the BLTA](#)

The BLTA rebranding has been completed with our logo, colors, website and our international team colors being updated. The BLTA has also entered the social media age as along with our website we now have a Facebook and Instagram site which proves to be a very effective median for reaching a local and international audience. This has given us a new, more modern and standardized image.

Highlights for 2016\2017

Whilst working on the goals and objectives the business of day to day activities still continues on and in 2016/2017 we have had several to be pleased with. I have highlighted a few of those moments below:

- **The BLTA hosted the 13th Annual ITF JR tournament.** For the second consecutive year, we implemented strict financial controls which allowed us to host the event with the nearly 40% reduction in cost from previous years. The events quality was not impacted in any way.
- **Commercial Tennis League.** The Commercial Tennis League is now firmly back on the BLTA Tennis Calendar. With some 12 teams participating in the summer league. Next year we will look to add a second division to encourage more of the social players to participate.
- **Expansion of Developmental program.** The weekly developmental program has been expanded to include the U12 players. This expansion is directly in line with the BLTA's concentrate focus on the U12 players.
- **Participation in the Jr Davis Cup.** After some years of noted absence, the BLTA was able to enter a strong team in the Jr Davis Cup and achieve several firsts for Bermuda at this level.
- **Fed Cup Team.** After a year's absence, we will be entering a 2017 FED Cup team to play in Panama. This team signifies the start of a rebuilding process which sees some of our younger players taking a more prominent role in the team.
- **International Participation.** Player representation in international events is determined through a series of trial matches and other predefined factors. This method has also been extended to the U12 participation events.
- **Financial audit.** Through the work of our treasurer and administrator, the BLTA was able to complete and pass its first ever consecutive audit. The BLTA executive will now make it a requirement going forward through amendments to the bye-laws that the organization undergoes an annual audit.
- **Charity Status.** With the BLTA now financially compliant and having passed two consecutive audits we have been granted a 3-year charity license instead of the normal 1-year license.
- **Revamped Pepperidge Farm Program.** After an extensive review of the program the BLTA saw fit to revamp the program to create more of a league format whereby players move up and down between groups. We also introduced BLTA coaches as event administrators which allow for the implementation and correction of tennis rules during play. It also provides a method of providing feedback to players personal coaches.

2017 and Onwards.

As I and the Executive move hopefully into our second term we will reevaluate our core objectives and strategic goals to ensure they are still relevant to the BLTA's current operational and functional status. From a tennis standpoint we will also focus on further developing those elements that have already been implemented from our tennis methodology.

With regards to the local clubs, I would encourage consistent participation from all clubs who serve as directors to the BLTA. For the BLTA to truly be successful and grow this sport the executive needs the directors' participation and input.

I would also continue to call for support from the tennis community to provide assistances in any way possible. This is not always though financial commitment but often a time commitment can go a long way to the growth of the sport. We very often receive a suggestion as to events, programming or tournaments we should have which we do appreciate as they are often good ideas. However, with limited physical resources we can only accomplish so much so please give your time if possible.

Finally, in closing, I would like to give my heartfelt thanks to so many people who have provided support and encouragement over the last two years. Thank you to the BLTA Executive team, the active supporting directors, the BLTA coaches, the committees and program heads and to the parents who have assisted.

It does take a tremendous amount of work, dedication and time so for that I say thank you.

We look forward to continuing to build Tennis Bermuda.

VICE-PRESIDENT (NATIONAL TENNIS DIRECTOR)

REPORT (JUNE 26TH, 2017)

Financially we've had many challenges; in particular the sending of teams on international representation and major sponsors for tournaments. This was due mainly to no

government grant and the fact that most corporate sponsors were onboard with the America's Cup event.

Despite the difficulty in securing funding we, (the BLTA) still have managed to continue on our path to achieving our vision and reaching our ultimate goals. The following are some of the events and programmes we have successfully completed:

Grass Roots Programme: Running on Saturdays from 9am-10am. The programme focuses on the development of juniors at a beginner level. It provides tennis lessons for children using age appropriate equipment that allow kids from ages 4 and up to experience early success in learning tennis. The Grass Roots Programme is filled with exciting fun games & drills that help teach agility, balance, coordination, footwork and reaction time. These games & drills are low pressure while being lively and enjoyable. The environment that we provide for this programme is that of fun and encouragement.

CHUBB In The Schools Programme: (headed by Romar Douglas). This is a programme sponsored by CHUBB that introduces tennis in the schools at a Primary School level. We believe by introducing tennis to kids at this age it will then grow the sport of tennis on the island.

Pepperidge Farm Programme (headed by Lisa Jackson). This programme was totally revamped creating somewhat of a junior league. After each 5 week rotation the top two players in each group move up to the next division and the bottom two in each division move down. This has created a more competitive programme. We also implemented ITF Level 1 coaches to oversee each group in this programme. This was done to deter parents from interfering in match play in anyway. A rule that follows the guidelines of the ITF (International Tennis Federation).

Developmental Programme: This junior programme continues to be a huge success; with continuous growth and positive feedback from parents. It is a mandatory programme for any junior wishing to represent his or her country at some point in the future. The Developmental Programme (headed by Ricky Mallory/National tennis Director) has approximately 20-25 kids involved and runs once a week every Wednesday from 4pm-6pm. Juniors in this programme receive two hours of fundamental drills and instructions geared toward match play; receiving both technical and tactical advice.

The **Singles Tennis Ladder** implemented by David Thomas was a huge success yet again this year with up to 60 participants, along with the **Mixed Doubles Ladder** implemented by Mike Wolfe; both generating lots of activity not only at the WER Joell Tennis Stadium but throughout the island.

Davis Cup: International Tennis Federation recognizes Jenson Bascome with Prestigious Commitment Award. The BLTA received confirmation from the International Tennis Federation (ITF), that Bascome has been recognized for the prestigious Davis Cup

Commitment award. This award is presented by the ITF to players who have shown long-standing dedication to representing their country in this prestigious competition. Each Award recipient has competed in a minimum of 20 home or away ties or 50 ties at any level of the competition (including Zone Group Events) over their career. The Award was conceived as part of the ITF's 2013 Centenary celebrations and was launched at the 100th Davis Cup Final in 2012.

Bascome's Davis Cup debut was in 1999 in Trinidad and Tobago; his first match for Bermuda was against Barbados. Bascome was just twenty years old at the time. Now a veteran member of the Davis Cup Bermuda team, Bascome reached the milestone of his 50th tie in 2015 in Panama playing against Guatemala.

All recipients of this award are recognized on an honours board at the ITF headquarters and in a dedicated section on the official Davis Cup website. The ITF reached out to the BLTA to congratulate Bascome on his wonderful achievement. Jenson Bascome's name is posted on the ITF website along with other well-noted recipients of this award, John McEnroe, Andre Agassi, Bjorn Borg, Boris Becker, Yannick Noah and Roger Federer to name a few.

"I have had the privilege of not only playing alongside Jenson in Davis Cup but also coaching him. I am extremely proud of his accomplishments and this recognition is a testament to his commitment to the sport and passion for excellence. He is a true leader in the sport and a gentleman of the game; congratulations Jenson on this milestone for you and for Bermuda." Ricky Mallory National Tennis Director.

The BLTA president Mike Wolfe, National Tennis Director Ricky Mallory and John Goede (ITF Development Officer) presented Jenson with this award in March 2016

July 2016 we sent a team to La Paz, Bolivia to compete in the Davis Cup. Team members – Gavin Manders, David Thomas, Neal Towlson, Jenson Bascome and Coach Steve Bean. It was noted that at this event Gavin Manders became Bermuda's all-time leader in singles matches won. "On behalf of the BLTA, I would like to congratulate Gavin for his success and may he continue to strive to be the best he can be." Ricky Mallory National Tennis Director. (Team finished seventh out of nine countries)

June 2017 we sent a team to Montevideo, Uruguay to compete in the Davis Cup. Team members – Gavin Manders, David Thomas, Jovan Jordan-Whitter, Jenson Bascome and Coach Steve Bean. (Team finished eighth out of nine countries)

2016 COTECC JITIC (16 & Under): July 22nd we sent a boy's team to San Salvador, El Salvador to compete in the JITIC. Team consisting of Scott Redmond, Trey Mallory and coach Steve Bean.

2016 COTECC JITIC (14 & Under): July 30th we sent a girls and boys team to San Salvador, El Salvador to compete in the JITIC. Team consisting of Shelby Madeiros, Benjamin Jones, Trey Mallory and coach Ricky Mallory. (Results – Shelby Madeiros finished 25th out of 33,

Benjamin Jones finished 33rd out of 38 and Trey Mallory lost in the Quarterfinals 6-4, 7-6 to the eventual winner)

2017 Junior Davis Cup: March 27th we sent a team to San Salvador, El Salvador to compete in the Junior Davis Cup. Team consisting of Scott Redmond, Tariq Simons, Trey Mallory and coach Ricky Mallory. This junior team did very well representing Bermuda finishing 7th out of 18 countries. It was the first time in Bermuda's history that a team had won a group stage; defeating Jamaica and Puerto Rico along the way. Trey Mallory went undefeated in the tournament winning all of his matches without dropping a set playing at the number 1 spot.

The BLTA continues in their quest to have teams representing Bermuda on the World stage. Next month we will be sending a Fed Cup team to Panama, Boys and Girls 16 & Under team to Dominican Republic for the COTECC JITIC and a Boys and Girls 12 & Under team to Dominican Republic for the COTECC/ITF World Junior Team Championships.

I would like to thank all who have been involved in helping the BLTA achieve their goals.

Just to name a few:

Romar Douglas (Head of the CHUBB In The Schools Programme) and his coaches/assistants Laverne Stowe, Braxton Stowe and Rose Douglas.

David Thomas (Head of The Grass Roots Programme/Head of the Pro-Registry and Singles Tennis Ladder)

Coaches in the Grass Roots Programme – Terry Smith & Eugene Simmons

Coaches in the Developmental Programme – Jenson Bascome, David Thomas, James Collieson, Romar Douglas & Steve Bean

Lisa Jackson (Head of Pepperidge Farm Programme)

Sarah Fox (Head of Commercial League) assisted by Dipak Varsani (Must be noted that this league generated 400 plus participants with 12 teams. Plans are to create two divisions next year)

In closing I'd like to thank all the Executive members of the Bermuda Lawn Tennis Association for the many hours they have contributed for the love of the sport. Many thanks again to Mr. John Goede, ITF (International Tennis Federation) Development Officer

Ricky Mallory
(National Tennis Director)

TREASURER's REPORT

Presenting the 2015 audited financial statements

Submitted by Sarah Cook CA

The Executive team have continued to work on reducing the effects of overspends of the previous administration, producing a small profit for the year ended December 31, 2015 of \$5,877 compared to the 2014 loss of \$46,992

Revenues increased by \$15,285 to \$238,997 at December 31, 2015 due to the following:

- Receipt of a generous donation received in 2015 from a supporter of tennis, of which \$37,500 was attributed to 2015, plus further donations received boosted total donations by \$51,345 to \$83,044.
- The reintroduction of commercial league brought in dues of \$8,950 and
- The decision to charge ITF tournament participants for accommodation at Warwick camp \$10,720
- An extra \$10,000 sponsor for ITF Bank of Bermuda tournament

However the following reductions in revenue were experienced:

- Government grant fell by of \$30,000 to \$10,000, and membership fell by \$3,905 to \$10,345
- Funds raised for Fed cup in 2014 were \$14,781 and zero was raised in 2015;
- Reduction in sponsorship for National training programme of \$7,000

The Executive continue to allocate revenues from leagues (commercial league, winter league etc,), tournament sanction fees, memberships, and sale of balls to the operating costs, with a heavy reliance on donations to make up the balance.

Expenses have declined by \$37,584, attributable to the following:

- Reduced Administrative expenses: with salaries down by \$5,822 & Office costs by \$15,973
- Cost savings on the ITF June 2015 tournament were on Accommodation \$16,000 and food costs \$7,000

We continue to control events and programmes with budgets which has proven effective in controlling costs especially with the ITF June tournament resulting in a small profit of \$8,539 for the 2015 event. We continue to aim to run programmes at either breakeven at minimum or a surplus to assist with a contribution to BLTA other costs.

These budgets then assist parents and other volunteers to fundraise and to demonstrate to sponsors on where we need the funds the most, and how their sponsorship dollars are spent.

However, the costs of travel to overseas tournaments, are funded where possible from fundraising activities, and generous sponsorships

Review of unaudited 2016 financial statements

The 2016 financial statements are currently being prepared in preparation for a July audit. It should be noted that Deloitte are proposing to charge BLTA \$4,200 of the \$21,200 audit bill, and this is under discussion as to affordability for such a small charity!

The initial draft FS shows a profit of \$8,400, despite revenues falling by over \$80,600, but costs have also reduced by \$84,650

The 2016 year used a further \$15,000 of the generous 2015 donation carrying forward the balance of \$7,500 to 2017. No government grant was awarded in 2016. A relatively inactive Schools programme in latter part of 2016, meant \$11,000 less funds allocated to Revenue this year.

The ITF tournament attracted only \$31,000 of sponsorship compared to \$65,000 for the 2015 event, but still managed to turn a profit of \$13,017. A very tight budget was implemented, and unnecessary costs were eliminated. Use of local officials, controls of daily food requirements helped save costs, and charges for accommodation, and food helped swell the revenues for this event. This event continues to repay the Junior development fund for overspends of previous years.

2016 did not have a Fed Cup campaign which saved the BTLA funds, compared to \$14,781 cost in 2015. Representation in Junior overseas tournaments cost the BLTA less than \$15,000 in 2016 compared to \$40,000 in 2015.

Fundraising

In the absence of a fundraising Director, the Executive team continue to distribute the Sponsorship package, offering a tiered approach whereby sponsors can “buy in” to tennis development for a package of benefits to their company and employees. We continue to ask our membership to be on the lookout for if anyone knows of a company or persons that would be interested in this package, please do speak to our President.

There is still a need for a more proactive approach in planning tournaments to secure corporative sponsorship before an event, to avoid costs being incurred for tournaments by the BLTA especially as tournament numbers decline, and entry fees do not cover costs.

Compliance

During 2016, Charity status was renewed for a three year term, and compliance with the new Charities Act 2014 was maintained, along with the naming of myself, as Compliance Officer.

It should be noted that every change to Directors named at this table incurs costs now, under the new rules for Directors Register under the Companies Act. It is time we charged Clubs for membership as permitted under the bye-laws.

Junior Tennis League (sponsored by Pepperidge Farm) – Round Robin Junior match play

Programme description - Pepperidge Farm is a junior tennis programme for late beginner and intermediate players that focuses on competitive match play. Play is based on a two term format (Winter and Spring) with two rotations during each term for a total of four playing sessions during the year. Play takes place on Sundays in a two hour window between 9am and 5pm. The start times for each group vary each week.

Sponsorship - The programme is sponsored by BIECO who are the agents for Pepperidge Farm in Bermuda. The sponsorship level is \$3,000 p.a., which helps to pay many of the costs, and is essential for the programme's success.

Entry Fee - Each player is required to pay \$75 per term to participate in the programme and a Junior BLTA membership fee of \$40. We are looking to increase the player fee to \$100/\$125 per term – still to be discussed.

Venues - During this 2016/17 season the matches were played the following venues:

- Top Group, Group 1 - plays each week at Temple between 1-3pm.
- Groups 2 - play at Coral Beach between 1-3pm. Coral Beach have generously provided the courts without charge.

Continued participation at CBC will have to be reconfirmed each year.

- Group 3-7 alternate between WER Joell Tennis Stadium and Grotto Bay Tennis Club in two hour time slots between 9am and 5pm.

Participation - New intakes to the programme are based on a try out session in September and January when players are assessed to determine if they have met the base standard of play (must be able to serve and rally). Players are assigned to their starting group based solely on their level of play.

Players are assigned to groups of 5 -8 players and the group plays a round robin format each match day during the 5 week session. There are typically 6 or 7 groups of players ranging in age from 6 to 16, though qualification is based on skill level rather than age. Groups 1-6 play with regular balls, groups 7 play with green dot balls.

Activity - Players play a short match against every other player in the group. Matches in Groups 2-7 typically consist of 3 or 4 games depending on the number of players in the group. At the end of a session, the top two players are promoted to the next higher group.

In Group 1 and 2, there is a different scoring system and players play a pro-set against two other players each week. At the end of each term, the winner of Group 1 graduates from the programme and the top 2 players of Group 2 are promoted to Group 1.

Successes - The number of players is consistently between 50-60 players. Players who remain in the programme improve their standard of play as a result of participating and they also get to meet and play against other players who they might not otherwise have met.

Junior Tournament – This was the first year for the Pepperidge Farm to put on a Junior Tournament at the WER Joell Tennis Stadium on June 3rd and 4th, 2017. It was well received by players and parents. There were

a few hiccups with players not remaining on the premises upon completing their individual matches and a bit of confusion because of the rain the first day of the tournament. Overall, the tournament went well.

Challenges - The payment of fees by some parents is not made on a timely basis. Assistance from the BLTA office is needed in this area. **Uncertainty as to the hourly rate for the courts at the WER Joell Tennis Stadium has created uncertainty as to whether the costs for the year have been met.**

Suggestions for improvement

1. In regards to collection of fees, PF Coordinator should ensure that fee payment is received if not player will not be able to participate in the match and will lose a point.
2. Bad sportsmanship or leaving premises without coaches permission should not be tolerated with player being deducted a point against their scores.

Respectively submitted by: Lisa Jackson, Pepperidge Farm Coordinator

CHUBB TENNIS IN THE SCHOOLS INITIATIVE

The CHUBB Tennis in the Schools Initiative Program enjoyed another successful year providing high-quality and engaging tennis instruction and experiences to students at over 27 primary, middle and senior schools. The program is supported by three experienced tennis professionals, Romar Douglas (School Coordinator), Lavern Stowe and Braxton Stowe who provided training and development to primary schools across the island, ranging from the east to the west.

The program covers the fundamentals of tennis by introducing basic tennis skills with fun instruction to children, many of whom have not yet been exposed to tennis, and who may not have had tennis as part of their regular physical education curriculum.

Due to the existing physical education curriculum commitments of Primary 5 (P5) and Primary 6 (P6) students during the first term of the year, the opportunity was taken to introduce students at the Primary 4 (P4) level to the sport of tennis, with the majority of the schools commencing program participation in the second term of the school year. This strategy proved beneficial to complementing the BLTA / ITF standard of red ball play, capturing the correct age and skill level. This contributed to a number of additional benefits for the programme this year, which included:

- The introduction of the program to students at the P4 level extended the reach of the programme to a larger number of students as more students at that level are available to participate in tennis (P5 and P6 students tend to be committed to other school sport competitions);
- The skill level among majority of schools was very similar, providing an equal ground to compete;

- A number of students were exposed to tennis for the first time providing the opportunity to grow the BLTA Grass Roots Program;

The program also provided the BLTA with a platform to identify students that may demonstrate key skills and talent associated with the sport, providing opportunity for further development. All primary schools were given the opportunity to have all P4 students participate in the training.

The tennis professionals provided instruction to approximately 350 P4 students per week at their schools. The 2016/17 program was so popular that a limit had to be set on the number of students allowed to represent each school in the CHUBB tournaments.

The annual CHUBB School Tennis Tournaments, sponsored by CHUBB and supported in-kind by John Barritt and Son Ltd., were held for each school level on the following dates:

- Senior schools - May 12, 2017;
- Middle schools - May 18, 2017; and
- Primary schools - May 19, 2017. –Primary Schools.

The students competed in round robins and knockout draws based on their ability and skill levels. Approximately 150 students in total participated in the tournaments held over the three days at WER Joell Tennis Stadium. We are pleased to announce that although the number of students representing each school was capped, the program saw a 20% increase in the number of participants from primary schools, and all courts, both hard and clay, were utilized creating 32 short courts. The number of students that competed in the tournament from middle and senior schools was similar to last year.

We are looking forward to continuing the program and take this opportunity to thank our title sponsor – CHUBB Group of Companies, supporting sponsors, tennis professionals, schools, teachers, students and parents for their dedication, commitment and support of the CHUBB Tennis in the School initiative.

Respectfully submitted,

Romar Douglas, Coordinator –Tennis in the School Program