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VANGUARD SPORTS PROGRAMS & ATHLETICS
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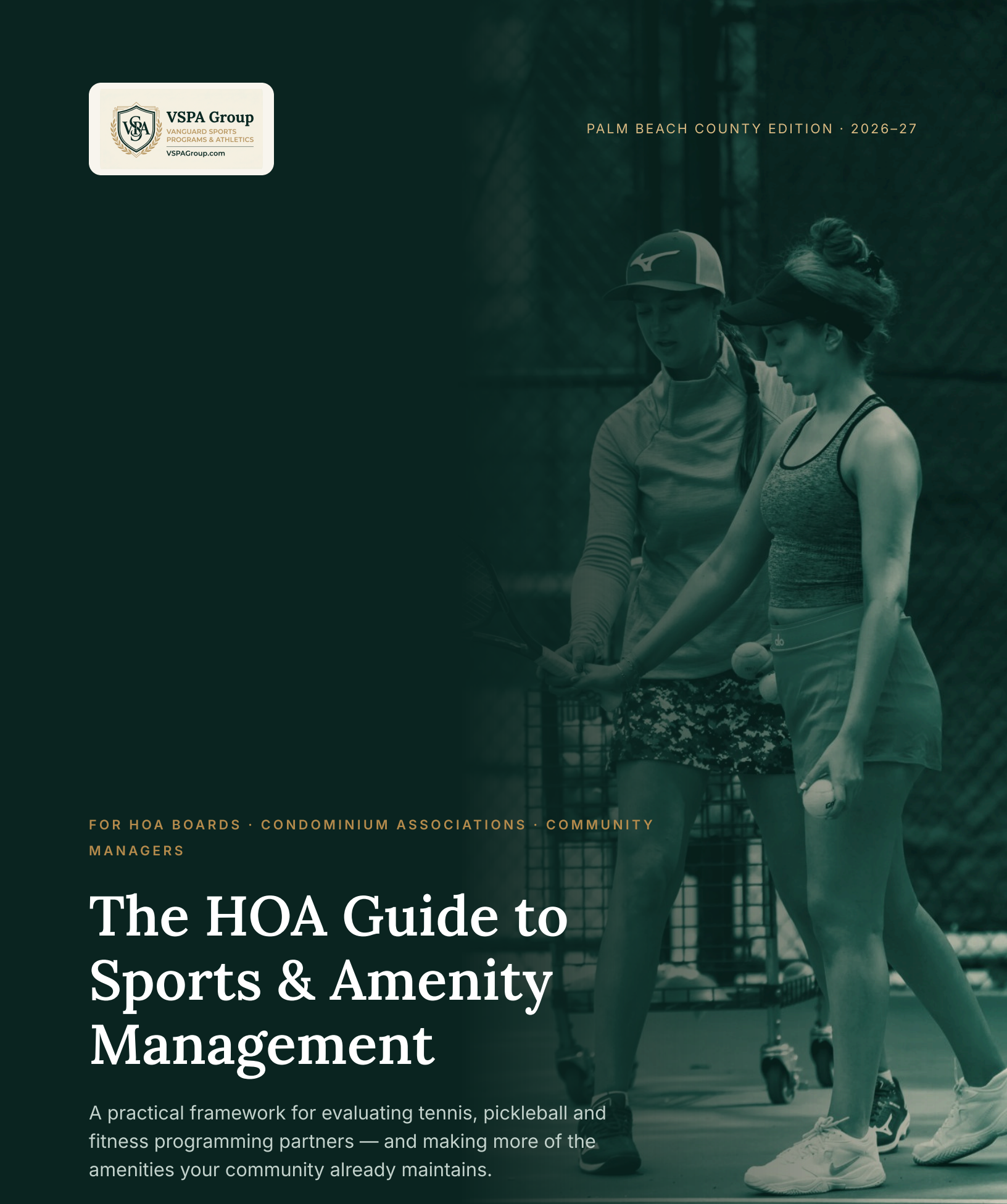

FOR HOA BOARDS · CONDOMINIUM ASSOCIATIONS · COMMUNITY MANAGERS

The HOA Guide to Sports & Amenity Management

A practical framework for evaluating tennis, pickleball and fitness programming partners — and making more of the amenities your community already maintains.

WELCOME

Your courts are an asset. Are they working for your residents?

Tennis courts, pickleball courts and fitness spaces can support resident wellbeing and community connection. Without clear scheduling, suitable programming and accountable operations, they can also create confusion, uneven access and extra work for managers and volunteers.

This guide helps Palm Beach County communities assess options, verify important details in writing and choose a model that fits their residents, facilities and budget. It is educational information, not legal or insurance advice.

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Who this guide is for

HOA board members, condominium associations, community association managers and committees considering professional court or fitness programming.

01

Why programming matters

An amenity people can access is not necessarily an amenity they use regularly.

What consistent programming can support

- **Higher participation** through scheduled clinics, round robins, leagues and social events.
- **A stronger sense of community** through activities that welcome different ages and skill levels.
- **Clearer access rules** that reduce avoidable scheduling disputes.
- **More predictable administration** through a defined registration process and point of contact.
- **Better visibility** into demand, attendance and which activities residents value.

Five signs your amenity may need attention

Sign	What it may indicate
Courts are regularly empty at popular times	Residents may not know what is offered or how to join.
Scheduling complaints reach the manager or board	Reservation rules and program access may need clarification.
Tennis and pickleball compete for court time	A shared-use schedule and noise rules may be needed.
Residents hire instructors informally	The association may need a consistent process for insurance and permissions.
Families ask for activities that are not available	Demand may exist for junior lessons, camps or beginner programming.

The bottom line

Programming is not only about filling courts. It is about providing a predictable, accessible and well-managed amenity residents understand and value.

02

Compare your operating options

There is no single model that fits every community. Compare cost, accountability, resident demand and how much administration the association wants to retain.

Model	How it works	Best fit / trade-off
Volunteer / self-run	Residents or board members coordinate activities and instructors.	Lower direct cost; ongoing volunteer workload and less consistent administration.
Independent professional	An instructor runs lessons or clinics under an agreed arrangement.	Useful for focused instruction; broader scheduling and reporting may remain with the HOA.
Managed partner	A provider coordinates programming, instructors, communication and reporting.	More consolidated accountability; scope, service levels and economics must be clearly defined.

How to decide

- If residents mainly want informal play, a light-touch model may be sufficient.
- If demand centers on lessons, verify coach availability, permissions and insurance.
- If the board wants one point of accountability, compare managed proposals against a written scope of work.
- Ask what the provider does not handle as carefully as what it promises to handle.

Decision principle

The right model is the one that meets resident needs, fits the budget and makes responsibility clear — not necessarily the one with the most services.

03
Insurance and liability

Ask for current documentation and verify requirements with the association’s insurance broker and legal counsel before signing.

Ask every provider for

- A current certificate of insurance and, where appropriate, relevant policy endorsements.
- General liability limits and confirmation of the activities and locations covered.
- Workers’ compensation coverage or a documented explanation of applicable exemptions.
- Automobile coverage if vehicles are used as part of the service.
- A written description of subcontractor use and how subcontractors are insured.
- Incident-reporting procedures and the process for notifying the association.

Verify before you sign

- Confirm the proposed limits and endorsements meet the association’s actual requirements.
- Ask whether the association and related parties should be named as additional insureds, and on what basis.
- Review indemnity, defense obligations, waivers and allocation of responsibility with counsel.
- Confirm the coverage applies to the specific sports, locations, events and operating model.

Important

A certificate of insurance is evidence of reported coverage, not a guarantee that a claim will be covered. Additional-insured status does not automatically eliminate an association’s own liability. Confirm requirements with your broker and counsel.

04

Coaches, credentials and safety

A provider should be able to explain how it selects, supervises and supports the people working with residents.

What to look for

- Relevant sport-specific certifications and experience appropriate to the activity.
- Background screening practices suitable for the role and population served.
- CPR / first-aid training where appropriate, with a plan for emergencies.
- A clear process for verifying credentials and keeping records current.
- A coaching approach that supports different skill levels, ages and abilities.
- A documented way to address complaints, incidents and coach substitutions.

Ask to see

- Current proof of certifications and training.
- Screening policy and confirmation process, consistent with applicable law.
- Emergency action plan and incident-reporting form.
- Staffing plan for classes, camps and events.
- Policies for minors, participant supervision, photography and communications.

Observe before you commit

Ask to observe a class or speak with a reference community. Look for clear instruction, respectful communication, organized transitions and attention to safety.

05

Programming that fits your residents

A strong schedule begins with the community, not with a provider's standard menu.

Map your community

- **New players and beginners:** introductory clinics, equipment guidance and low-pressure play.
- **Adults with varied schedules:** evening clinics, round robins and weekend events.
- **Active older adults:** daytime sessions, social doubles and appropriately paced instruction.
- **Families and juniors:** after-school lessons, camps and parent-child activities.
- **Experienced players:** leagues, ladders, match play and skills-focused clinics.

Illustrative weekly schedule

Day / time	Possible program	Notes
Mon / morning	Beginner clinic + open play	Keep entry simple; explain registration.
Tue / afternoon	Junior lessons	Align with school and family schedules.
Wed / evening	Adult clinic / round robin	Offer beginner and intermediate levels.
Thu / morning	Social doubles / active adults	Use suitable pace and court access.
Sat / morning	Family event or skills clinic	Test demand before committing to a series.

South Florida realities

Plan for heat, hydration, rain delays, lightning alerts and seasonal changes in resident demand. Confirm who monitors weather, communicates cancellations and directs participants to safe shelter.

06

Pricing models and contract terms

Compare the full economics and the work included — not just the headline price.

Model	How it works	Consider when
Association-funded	The association pays a fee for agreed programming or management.	Predictable resident access is a priority and budget is available.
Resident-paid	Participants pay the provider for lessons, clinics or activities.	The community prefers limited direct program expense; participation may vary.
Hybrid	The association supports base services and residents pay for selected activities.	Some services should be broadly available while optional activities are paid.
Revenue share	The provider and association share defined program revenue.	Demand and revenue accounting can be measured transparently.

Contract checklist

- Scope, schedule, courts, facilities and access permissions.
- Fees, payment timing, refunds, minimums and any revenue-share calculation.
- Term, renewal, termination notice and transition support.
- Insurance, indemnification, responsibility for staff and subcontractors.
- Registration, resident communication, data handling and privacy.
- Weather cancellations, emergency procedures and incident reporting.
- Performance measures, reporting frequency and dispute resolution.

Ask for a written example

Request a sample monthly schedule, sample resident communication, sample report and a clear breakdown of any fees or revenue sharing.

07

20 questions to ask every provider

Use the same questions with every finalist so that proposals can be compared fairly.

Experience, people and fit

- ☐ **01** What communities and facilities do you currently serve?
- ☐ **02** What experience do you have with a community like ours?
- ☐ **03** What resident needs would you assess before proposing a schedule?
- ☐ **04** How do you collect resident feedback?
- ☐ **05** Which activities would you launch first, and why?
- ☐ **06** How do you accommodate different ages and skill levels?
- ☐ **07** How are coaches selected and their credentials verified?
- ☐ **08** What screening and safety procedures do you follow?
- ☐ **09** What is your emergency and incident-reporting process?
- ☐ **10** What insurance documents and endorsements can you provide?

Operations and terms

- ☐ **11** Who is our day-to-day point of contact?
- ☐ **12** Who handles registrations, cancellations and resident questions?
- ☐ **13** How do you manage court scheduling and competing uses?
- ☐ **14** How are fees, refunds and revenue shares calculated?
- ☐ **15** What staff coverage is guaranteed, and what happens if a coach is absent?
- ☐ **16** How do you handle weather and lightning alerts?
- ☐ **17** What performance data will you report, and how often?
- ☐ **18** Can you provide references from comparable communities?
- ☐ **19** What are the contract term, renewal and termination conditions?
- ☐ **20** What would the first 90 days look like, including milestones?

Tip

Ask each provider to answer in writing where practical. Specific examples and documents are more useful than broad assurances.

08

Red flags and evaluation scorecard

Score each provider against the same criteria. Rate each category from 1 (weak) to 5 (excellent), then multiply by the weight.

Red flags

- Won’t provide current insurance documentation or explain coverage.
- Vague about coach screening, credentials or emergency procedures.
- Makes promises about participation or revenue without assumptions.
- Unclear about scheduling, staff substitutions, cancellations or resident complaints.
- Pressures the board to sign before scope, fees and responsibilities are clear.

Evaluation scorecard (maximum weighted score: 90)

Criterion	Weight	Provider A	Provider B	Provider C
Insurance and safety documentation	×3			
Coach credentials and vetting	×3			
Relevant community experience	×2			
Programming quality and fit	×2			
Registration and communication	×2			
Reporting and accountability	×2			
Contract clarity and flexibility	×1			
Financial transparency	×1			
References and service reliability	×2			

Important gate

A high total score should not override an unresolved critical issue involving safety, insurance, legal terms or unclear responsibilities. Resolve those issues before selecting a provider.

09

Your 90-day launch plan

A structured start gives the association time to assess demand, test a schedule and make adjustments before expanding.

Phase	Focus	Actions
Days 1–15 · Discover	Listen and assess	Review facility rules, court access, resident demographics and existing use. Collect feedback and identify priorities.
Days 16–30 · Design	Choose the model	Compare proposals, confirm responsibilities, verify documents and agree on initial schedule and measures.
Days 31–45 · Prepare	Communicate and set up	Confirm registration, payment, cancellation and weather processes. Share program details with residents.
Days 46–75 · Launch	Run and learn	Start with a manageable mix of programs. Track attendance, cancellations, questions and resident feedback.
Days 76–90 · Review	Evaluate and refine	Review results with the provider and board. Adjust timing, format, communication or staffing based on evidence.

Measures worth tracking

- Registrations, attendance and repeat participation.
- Utilization by day, time and program type.
- Cancellations, waitlists and no-show patterns.
- Resident satisfaction and recurring questions or complaints.
- Costs, collected revenue and any agreed financial measures.
- Incidents, safety concerns and response times.

Review at day 90

Decide what to continue, change or stop based on actual resident participation, operational reliability and feedback — not assumptions alone.



ABOUT VSPA GROUP

One partner for tennis, pickleball, youth and fitness programming.

VSPA Group (Vanguard Sports Programs & Athletics) supports community sports and amenity programming through a coordinated approach to resident engagement, scheduling, coach coordination and ongoing communication. The right scope depends on each community's facilities, goals and operating preferences.

- Fully insured, with USPTA and PTR certified professionals
- Established in communities in Illinois and Texas, now serving Palm Beach County
- Programs for juniors, adults, pickleball, fitness and community events

A practical next step

Start with a conversation about your courts, resident priorities and current challenges. A preliminary facility review can help identify program opportunities, access considerations and questions to resolve before a proposal is prepared.

Request a facility audit

Use an introductory review to discuss facility use, resident needs, possible programming options and operational requirements. Any final scope, fees, credentials and insurance arrangements should be confirmed in writing.

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