

TFTCC Strategic Plan 2017

3/7/18

NINE CORE VALUES

Honesty, Integrity, Sportsmanship, Respect, Confidence, Responsibility, Perseverance, Courtesy, Judgement

LIFE SKILLS EXPERIENCES

Interpersonal Skills, Self-Management, Goal Setting, Resilience Skills

NINE HEALTHY HABITS

Physical Habits (Energy, Play, Safety), Emotional Habits (Vision, Mind, Family), Social Habits (Friends, School, Community)

TFTCC MISSION: To impact the lives of young people in Santa Barbara and San Luis Obispo counties by providing educational programs that build character, instill life-enhancing values and promote healthy choices through the game of golf.

TFTCC BOARD PURPOSE: To support TFTCC Mission by delivering needed financial and human resources, community partnerships, long term direction and governance.

2018 Strategic Plan

OBJECTIVE: Broaden the reach of The First Tee experience and include more diverse, female, teen and underserved youth ages 5-17.

Goal Areas		Actual						Goals				
		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021	2022
Programming	# Certified Part.	1,116	1,460	1,801	3,153	3,434	849	3,773	4,028	4,104	4,180	4,180
	# Site Part. Sessions	1,715	1,822	1,741	1,603	1,585	443	1,764	2,000	2,000	2,000	2,000
	# JHS Part. Sessions	0	342	1,118	2,534	2,421	406	3,200	3,300	3,400	3,500	3,500
	Total # Part. Sessions	1,715	2,164	2,859	4,137	4,006	849	4,964	5,300	5,400	5,500	5,500
	# Cum Part Since 2011	1,956	3,416	5,217	6,569	8,651	9,500	13,273	17,301	21,405	25,585	29,765
	% Diverse	28	36	45	49	53	0	50	50	50	50	50
	% Girls	33	41	44	46	48	0	47	48	49	45	45
	% Teen	20	34	53	65	67	0	60	60	60	60	60
Outreach	% Underserved	41	41	49	60	49	0	50	50	50	50	50
	# NSP Participants	11,612	17,916	24,552	25,275	25,985	0	32,000	36,480	41,587	47,409	54,047
	# Schools	22	34	47	48	51	0	65	65	65	65	65
	# Drive Participants	0	0	860	860	860	0	2,000	2,000	2,000	2,000	2,000
	# Tgt Outreach Part.	0	769	1,285	1090	1090	0	1,300	1,300	1,300	1300	1300
	# Total Outreach Part.	11,612	18,685	26,697	27,225	27,935	0	35,300	39,780	44,887	50,709	57,347

	On Track (85-100%)
	Fair vs. Plan (75-84%)
	Off Track (<75%)

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Strategy 1.0 FUNDRAISING (Butch Breedon): Develop a fundraising plan that meets TFTCC expenses minus net participant fees and generates a 15% reserve. 2018 Target is (\$472K-\$85K)+35K=\$422.5K	MEASURES \$K-December 2018(Index vs Target)							
	2018 Total	Events	Grants	Major Donor	Annual Giving	Board/AB	Planned Giving	
	Target	422.5	298.5	69	20	15	20	8,000
	Actual	9.2	2.6	0	0	5.8	0.8	0
2017	365.1(87)	192.3(65)	91.3(136)	44(218)	13(100)	24.8(124)	0	

1.0 ACTION PLAN		Person Respons.	Complete Date	Status vs. Plan
1.1	Create a Board Fundraising Culture			
	1.1.1 Maintain Board support tracking sheet (to include Board and Program Attendance) and share at each Board meeting.	Jessani	Ongoing	
	1.1.2 Fundraising module will be shared with Board online prior to the meetings.	Butch	Ongoing	
	1.1.3 Each Board member will create their Fundraising Plan to help the chapter	Board	Ongoing	
	1.1.4 Create a Fundraising Committee	Committee	March	
	Improve TFTCC Donor Stewardship Process.	Butch/Jess	Ongoing	
	1.1.5.1 Send immediate thank you's to donors.	Jessani	Ongoing	
	1.1.5.2 Follow-up at least 2 times per year to tell donors what their gift did.	butch/Jess	Jun/Oct	
	1.1.5.3 Personal phone call from Board members to donors above a certain level./ \$500	All	Ongoing	
	1.1.5.4 Develop Donor Giving Levels and Recognition system.	Committee	May	
	1.1.5.5 Report to Board at Meetings what you have done to get donors or Auction items at each Board Meeting	Board	Ongoing	
1.2	Each Region develop and execute Special Events to meet fundraising targets. (Target =298K) (Actual = 0)	—		
	1.2.1 Non Golf Fundraising events (Including some coach fundraising) (Target = 3K) (Actual = 0)	Varies		
	1.2.2 Santa Maria - No Show Tournament. (Target = 152K) (Actual =0)	Ed		
	1.2.3 Spring Classic at Monarch Dunes Tournament. (Target = 40KK) (Actual =0K)	Butch/Linda	April 28	
	1.2.4 Summer Classic Santa Maria CC (Target = 35K) (Actual = 0K)	Matt L	June 25	
	1.2.5 Fall Classic La Cumbre CC (Target = 100K) (Actual + 0K)	Matt P	15-Oct	
	1.2.6 Winter Classic Paso Robles GC (Target + 30K) (Actual = 0K)	Andrew	17-Nov	
	1.2.7 Fred Shoemaker Fundraiser (Target = 6K) (Actual = 0K)	David	July	
	1.2.8 Charity Mania Raffle Four Majors (Target = 8K) (Actual = 0K)	Butch	April	
	1.2.9 Poker Toumey (Target=5K)(Actual = 0K)	Butch	7/10/17	
	1.2.10 Kurt Schuette - Classic Golf Days (Target = 50K) (Actual =0K)	Darren	March	
	1.2.11 San Luis Obispo - Summer Tournament Series. (Target = 3K) (Actual = 0K)	Kurt	Ongoing	
	1.2.12 Golf Club Sales. (Target = 2.5K) (Actual = 0K)	Gary Setting	10/16/17	
	1.2.13 Outside Tournaments. (Target = 4K) (Actual = 0K)	Carol/Butch	10/17/17	
1.3	Write grants and monitor results monthly. (Target = 69K) (Actual = 0K)			
	1.3.1 Develop and share grant data base including target grants, history,\$. Timing, probability.	Joe C.	Ongoing	
	1.3.2 Share grant data base with Board and get additional input on potential Grantors via Board connections.	Joe C.	2/8/17	
	1.3.3 Grant writer submit grants.	Joe C.	Ongoing	
1.4	Develop a Major Donor Program consisting of individual and corporate donors. (Target = 20K) (Actual =0K)			
	1.4.1 Develop list of individual donors and Board leaders to solicit.	Butch	March	
	1.4.2 Board Continually helps update the List and helps ED make connections	Butch	March	
	1.4.3 Continue working to develop Trustee level donor.	Board	Ongoing	
	1.4.4 It is desired that a board member will attend a donor meeting	Board	Ongoing	
1.5	Continue Annual Giving Program. (Target = 15K) (Actual = 0K)	Sheila		
	1.5.1 Provide Board members feedback on who gave of the people who responded. Board members call donors and thank them.	Jessani	March	
	1.5.2 Analyze effectiveness of Board note writing and if deemed effective based on the data in 1.2.1, plan for a major expansion of the effort.	Jessani	March	
	1.5.3 Update database.	Jessani	Ongoing	
	1.5.4 Enroll Board in more active support for Annual Giving.	Butch	August	
	1.5.5 Send out appeal letter with Board Member personal endorsements. Consider advancing Annual Appeal to April gradually over next 3 years.	Butch	August	
	1.5.6 Continue to update Founders Club Chapter information.	Butch	Ongoing	

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1.6	Continue Planned Giving/Endowment Program.					
	1.6.1	Establish sub-committee. (Joe, Jess, Greg)		Joe	March	
	1.6.2	Create list of ideas to implement program.		Joe	May	
	1.6.3	Provide a list of Planned Giving donors - age, amount (no names).		Butch	May	
	1.6.4	Provide a quarterly progress up date to Board		Joe	3/5/9/11	

Strategy 2.0 OUTREACH: Broaden TFTCC reach to bring TFTCC curriculum to: 1) Elementary school students via the National Schools Program (2) Schools and Youth Programs via TFT Drive (their youth leaders/their facilities). (3) Schools and Youth Programs via Target Outreach (our coaches/their facility)	Measures - December 2017				2018	
		# Schools	# Youth	# Youth	# Schools	
	NSP-Tgt.	51	28,000	32000	65	
	NSP-Act.		25,985	25985		
	Drive-Tgt	-	1,000	2000		
	Drive-Act	-	860	860		
	TO-Tgt	-	1,300	1200		
	TO-Act	-	1090	0		
	Grand Total-Tgt.	30,300	35,200			
	Grand Total Act.	27,935	26,845			

2.0 ACTION PLAN (NSP Team = Jessani, Butch, Terri, Darren and Gary)				Person Respons.	Complete Date	Status vs. Plan
2.1	Continue monthly NSP Team meeting to monitor progress . Update and track status at all schools.			Nicki	Monthly	
2.2	Maintain current NSP base.			NSP Team	Ongoing	
	2.2.1	Update NSP Rollout Matrix through 2020 using current 48 schools only.		Butch/Jess	2/8/17	
	2.2.2	Continue to evaluate each school especially tracking teacher turnover.		Julia	Ongoing	
	2.2.3	Maintain and support SNAG equipment sharing arrangement between schools.		Julia/Terri	Ongoing	
	2.2.4	Establish schedule for Key Element Assessments (KEA) for 2018. Goal of visiting 1 school per district in 2018		Julia	2/8/17	
	2.2.5	Add NSP stories & pictures to NSP page on our website		Julia/Jess	Ongoing	
	2.2.6	Create a NSP Newsletter/ update to send out to teachers & principals. Goal in three times per year.		Jess/Julia	2/8/17	
2.3	Complete Rollout of the NSP Program to 14 New Schools.			NSP Team	2/8/17	
	2.3.1	Get SNAG equipment (7 sets) to 14 new schools. 1 set to Kyle for 2 SB schools & 6 sets to be shared between 12 new Santa Maria elementary schools.		Jess/Julia	2/8/17	
	2.3.2	Get teachers to do the online training in Santa Maria school district		Jess/Julia	2/8/17	
	2.3.3	Implement NSP in 2 Santa Barbara schools and 12 SMSD schools		Jess/Julia	2/8/17	
	2.3.4	Obtain testimonials from Principals, teachers and students. Share with new schools.		Julia	6/1/17	
2.4	Continue TFT Drive Program.					
	2.4.1	Monitor A-OK after school program at Santa Barbara Elementary Schools.		Jessani	Ongoing	
	2.4.2	Get additional after school program agreement to partner with TFTCC. (Including Oxnard)		Julia	3/1/17	
	2.4.3	Train after school teachers.		Jess/Julia	3/1/17	
	2.4.4	Conduct TFT Drive Program and follow-up/maintain		Jess/Julia	3/1/17	
2.5	Start-up/Continue TFT Target Outreach Program			Billy		
	2.5.1	Goal is for each coach to generate 100 Target Outreach participants in 2018 to market TFTCC and drive # Site participants.(Coaches need to report to Jess)		Coaches	Quarterly	
	2.5.2	Maintain Boys and Girls Clubs, Girl's INC, and other youth organizations that we partner with.		Page/Julia	3/8/17	
	2.5.3	Present to youth groups and sign them up for Target Outreach. Conduct training.		Coaches	Ongoing	
2.6	Start-up Juvenile Justice Program			Joe		
		Schedule steering committee meeting to discuss Juvenile Justice Program. (Sue Ginfriddo, Sid Wasem, Kathy Hollis, Julia & Page, Bill Oakley, Reps from Sheriff & Police Depts.		Joe	4/1/18	
	2.6.2	Have Meeting - agenda: establish committee members, discuss venues, coaches & transportation issues.		committee	6/1/18	
	2.6.3	Establish fees, expenses, feasibility of program.		committee	6/1/18	
	2.6.4	Establish Juvenile Justice Curriculum/program		Billy	7/1/18	
	2.6.5	Establish Venue/s		Team	7/1/18	
	2.6.6	Schedule session at decided upon venue/s		Joe	8/1/18	
	2.6.7	Develop metrics to track program success.		Butch/Jess	Ongoing	
	2.6.8	Track success rate of participants and evaluate program success. Goals: reduce crime rate, increase HS grads %, reduce % rate of recidivism.		Joe	11/30/18	

Strategy 3.0 PROGRAMMING (Billy Gibbs): Implement the Multi-Site Quality Control Assessment(MSQCA) and implement the Junior High School Program to continually improve the quality of TFTCC programing, reduce variability site to site and increase the percentage of diverse, female, teen and underserved participants.

MEASURES - 2018					
	2018	Santa Barbara	Santa Maria	San Luis Obispo	Paso Total To

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			Target	SBGC	Saticoy	Lompoc Y	Girls INC	SMCC	La P	Alisal	VAFB	Laguna	Blacklake	Monarch	Dairy Creek	SP/Morro	PRGC	Date
Multi-Site Quality Control System		Date Assessed	April															
		MSQCS Score	3.0															
		Date Action Plan	April															
Average Participants per Session			25	25	12	50	25	18	20	20	50	25	20	25	15	20	25	
# Certifying Participants			3,587	24	6	40	25	41	11	18	80	53	48	28	16	15	38	443
# Sessions		Target	72	4	3	4	5	8	4	4	4	8	8	4	4	4	8	72
		Actual	0															0
# Participant Sessions		Target	4720	100	36	200	125	144	80	80	200	200	160	100	60	80	200	1765
		Actual	849															0
		# Retained																0
Outcome Measures		Retention Rate	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		# Progressed																
		Progression Rate	25%	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		# Diverse																0
		% Diverse	50%	0%	0%	94%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		# Girls																0
		% Girls	45%	0%	0%	57%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		# Teens																0
		% Teens	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		# Underserved																0
# Underserved			40	0%	0%	100%	0%	0%	0%	0%	85%	0%	0%	0%	0%	0%	0%	0%
# A/B Honor Roll			3/Site															0
Site Junior Advisory Board Member			1/Site															0

			2017 Target	Junior HS								Totals Junior High	Overall Totals
				Paulding	LaColina	Santa Barbara	LaCumbre	Orcutt	Orcutt HS	Laguna			
Multi-Site Quality Control System		Date Assessed	4/10/17										
		MSQCS Score	3.0										
		Date Action Plan	4/30/17										
Average Participants per Session			250	500	250	500	500	250	0	500		2500	
# Certifying Participants			3,000							406		406	849
# Sessions	Target		71									0	0
	Actual		0									0	0
# Participant Sessions	Target		4720									0	1765
	Actual											0	0
		# Retained											0
Outcome Measures	Retention Rate		50%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	0%
		# Progressed										0	0
	Progression Rate		25%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	0%
		# Diverse										0	0
	% Diverse		50%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	0%
		# Girls										0	0
	% Girls		45%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	0%
		# Teens											0
	% Teens		50%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	0%
		# Underserved										0	0
	% Underserved		40	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	0%
	# A/B Honor Roll			3/Site									
			1/Site										
			\$1,300	Results Comparison									

Results Comparison							
Status	2012	2013	2014	2015	2016	2017	2018
On Track	56%	75%	73%	81%	76%	71%	
Fair	14%	5%	7%	6%	9%	19%	
Off Track	30%	21%	20%	17%	18%	10%	

3.0 - 2018 Action Plans															Person Response	Complete Date	Status vs. Plan	
3.1	Continue with MSQCS or CPO																	
	3.1.1 IPO to completed by Program Director for each Program Site Annually															Billy		
	3.1.2 IPO to be completed by site's Lead Coach at each Program site annually (Self Evaluation)																	
	3.1.3 Our Chapter will schedule and conduct an #in-House" traininga minimum of twice a year.															Billy	TBA	
3.2	Maximize Programming capacity at each program site based on 2018 goals (below numbers = average per session)																	
	Alisal	Dairy Creek	Monarch	Laguna	La Purisima	SP / MB	Lompoc	Paso	SBGC	SMCC	Saticoy	Girls INC	Vandenberg Marshallia	Blacklake	Total			
	20	15	25	25	20	18	50	25	25	18	12	25	50	20				
	4	4	4	8	4	4	4	8	4	8	3	5	4	8	Sessions			
	80	60	100	200	80	72	200	200	100	144	36	125	200	160	1757			
	3.2.1 Promote each site: Signage, Multi-Media, Outreach, Bring a friend.														Lead Coaches	Ongoing		
	3.2.2 Add two sites in Ventura County														Staff	2018		
3.3	Increase the Percentage of Retention and Certification																	
	3.3.1 To have each participants register in a minimum of two sessions per year.																	
	Each site will maximize programming capacity based on goals set andto help achieve the maximum																	
	3.3.2 impact on the participants.																	
	Each Site will offer LSE Yardage Books to every participant and use in their lesson plan. The Lead																	
	3.3.3 coach is responsible for ordering enough books from the Program Director.																	
	3.3.4 Each site will conduct certification at least twice a year - End of Spring session & End of Fall session and will send report to the PD or enter into the data base														Lead Coaches			
	3.3.5 Maintain ongoing communication with participants and parents regarding opportunities and life skills benefits														Lead Coaches	Ongoing		
3.4	Social media to raise awareness of TFTCC.																	
	3.4.1 Each site will submit a minimum of one picture and or story per session														Lead Coaches	Ongoing		
	3.4.2 Encourage (ask) each participant to "friend" our chapter's Facebook page.														Coaches and Participants	Each Session		
3.5	Each Site develops a fundraiser for their site that generates \$1,000 per site annually																	
	Alisal	Dairy Creek	Monarch	Laguna	La Purisima	SP / MB		Paso	SBGC	SMCC	Saticoy		Blacklake		Lead Coaches			
	692	175	175	692	692	986		2525	1649	1000			986					
3.6	Each Site will achieve and maintain a minimum of an 8 to 1 Participant to Coach/Volunteer Ratio (or better)																	
	3.6.1 When needed - Lead coach will recruit volunteer through verious methods: Parents, Men's Ladies Clubs, etc.														Lead Coaches	Ongoing		
3.7	Middle School Program																	
	3.7.1 Create 2018 Master Schedule for all 6 Middle Schools - Dates, Days & Times														Billy	1/31/17		
	3.7.2 Coach Schedule for each school														Billy	1/31/17		
	3.7.3 Complete and maintain Middle School Equipment Kits - One NorthCounty & One South County 5														Billy	1/1/17		
	3.7.4 Create Activity/Game List														Team	2/28/17		