

# TFTCC Strategic Plan 2017

5/31/18

## 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	2,611	3,773	4,028	4,104	4,180	4,180
	# Site Part. Sessions	1,715	1,822	1,741	1,603	1,585	687	1,764	2,000	2,000	2,000	2,000
	# JHS Part. Sessions	0	342	1,118	2,534	2,421	1,924	3,200	3,300	3,400	3,500	3,500
	<b>Total # Part. Sessions</b>	<b>1,715</b>	<b>2,164</b>	<b>2,859</b>	<b>4,137</b>	<b>4,006</b>	<b>2,757</b>	<b>4,964</b>	<b>5,300</b>	<b>5,400</b>	<b>5,500</b>	<b>5,500</b>
	# Cum Part Since 2011	1,956	3,416	5,217	6,569	8,651	11,262	15,035	19,063	23,167	27,347	31,527
	% 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
% Underserved	41	41	49	60	49	0	50	50	50	50	50	
Outreach	# 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	1,090	1,090	0	1,300	1,300	1,300	1,300	1,300
	<b># Total Outreach Part.</b>	<b>11,612</b>	<b>18,685</b>	<b>26,697</b>	<b>27,225</b>	<b>27,935</b>	<b>0</b>	<b>35,300</b>	<b>39,780</b>	<b>44,887</b>	<b>50,709</b>	<b>57,347</b>

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

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<b>Strategy 1.0 FUNDRAISING (Butch Breedon):</b> 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	<b>MEASURES \$K-December 2018(Index vs Target)</b>								
		2018 Total	Events	Grants	Major Donor	Annual Giving	Board/AB	Planned Giving	
	<b>Target</b>	<b>422.5</b>	298.5	69	20	15	20	8,000	
	<b>Actual</b>	<b>102.5</b>	49.4	42.5	0.4	8.4	1.8	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	<b>Create a Board Fundraising Culture</b>					
	1.1.1	Maintain Board support tracking sheet (to include Board and Program Attendance) and share at each Board meeting.	Jessani	Ongoing	Green	
	1.1.2	Fundraising module will be shared with Board online prior to the meetings.	Butch	Ongoing	Yellow	
	1.1.3	Each Board member will create their Fundraising Plan to help the chapter	Board	Ongoing	Red	
	1.1.4	Create a Fundraising Committee	Committee	March	Yellow	
	1.1.5	Improve TFTCC Donor Stewardship Process.	Butch/Jess	Ongoing	Green	
		1.1.5.1	Send immediate thank you's to donors.	Jessani	Ongoing	Green
		1.1.5.2	Follow-up at least 2 times per year to tell donors what their gift did.	butch/Jess	Jun/Oct	Green
		1.1.5.3	Personal phone call from Board members to donors above a certain level./ \$500	All	Ongoing	Green
		1.1.5.4	Develop Donor Giving Levels and Recognition system.	Committee	May	Yellow
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	Yellow		
1.2	<b>Each Region develop and execute Special Events to meet fundraising targets. (Target =298K) (Actual = 49.4)</b>	—		Yellow		
	1.2.1	Non Golf Fundraising events (Including some coach fundraising) (Target = 3K) (Actual = 1.1)	Varies		Green	
	1.2.2	Santa Maria - No Show Tournament. (Target = 12K) (Actual =12.1)	Ed		Green	
	1.2.3	Spring Classic at Monarch Dunes Tournament. (Target = 40K) (Actual =24K)	Butch/Linda	April 28	Yellow	
	1.2.4	Summer Classic Santa Maria CC (Target = 35K) (Actual = 0K)	Matt L	July 16		
	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	Yellow	
	1.2.8	Charity Mania Raffle Four Majors (Target = 8K) (Actual = 6.4K)	Butch	April	Green	
	1.2.9	Poker Toumey (Target=5K)(Actual = 2.7K)	Darren	7/10/17	Red	
	1.2.10	Kurt Schuette - Classic Golf Days (Target = 50K) (Actual =3K)	Darren	March	Yellow	
	1.2.11	San Luis Obispo - Summer Tournament Series. (Target = 3K) (Actual = 0K)	Gary Setting	Ongoing		
	1.2.12	Golf Club Sales. (Target = 2.5K) (Actual = .1K)	Mike B	10/16/17	Yellow	
1.2.13	Outside Tournaments. (Target = 4K) (Actual = 0K)		10/17/17			
1.3	<b>Write grants and monitor results monthly. (Target = 69K) (Actual =42.4K)</b>					
	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	<b>Develop a Major Donor Program consisting of individual and corporate donors. (Target = 20K) (Actual =.4K)</b>			Green		
	1.4.1	Develop list of individual donors and Board leaders to solicit.	Butch	March	Yellow	
	1.4.2	Board Continually helps update the List and helps ED make connections	Butch	March	Yellow	
	1.4.3	Continue working to develop Trustee level donor.	Board	Ongoing	Yellow	
	1.4.4	It is desired that a board member will attend a donor meeting	Board	Ongoing	Yellow	
1.5	<b>Continue Annual Giving Program. (Target = 15K) (Actual = 0K)</b>	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	Green	
	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	Green	
	1.5.3	Update database.	Jessani	Ongoing	Green	
	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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<b>Continue Planned Giving/Endowment Program.</b>				
1.6	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

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

2.0 ACTION PLAN (NSP Team = Jessani, Butch, Terri, Darren and Gary)		Person Respons.	Complete Date	Status vs. Plan
2.1	<b>Continue monthly NSP Team meeting to monitor progress . Update and track status at all schools.</b>	Nicki	Monthly	
<b>Maintain current NSP base.</b>		NSP Team	Ongoing	
2.2	2.2.1 Update NSP Rollout Matrix through 2020 using current 61 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 nis hree times per year.	Jess/Julia	2/8/17	
<b>Complete Rollout of the NSP Program to 14 New Schools.</b>		NSP Team	2/8/17	
2.3	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	
<b>Continue TFT Drive Program.</b>				
2.4	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	
<b>Start-up/Continue TFT Target Outreach Program</b>		Billy		
2.5	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	
<b>Start-up Juvenile Justice Program</b>		Joe		
2.6	2.6.1 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	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
Outcome Measures	# Retained																0
	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	
Outcome Measures	# Retained										0	
	Retention Rate	50%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	
	# Progressed									0	0	
	Progression Rate	25%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	
	# Diverse									0	0	
	% Diverse	50%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	
	# Girls									0	0	
	% Girls	45%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	
	# Teens									0	0	
	% Teens	50%	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%	
# Underserved									0	0		
% Underserved	40	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	0%	#DIV/0!	0%		
# A/B Honor Roll	3/Site											
	1/Site											
	\$1,300											

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

3.0 - 2018 Action Plans														Person Response.	Complete Date	Status vs. Plan	
3.1	<b>Continue with MSQCS or CPO</b>																
	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	<b>Maximize Programming capacity at each program site based on 2018 goals (below numbers = average per session)</b>																
	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	<b>Increase the Percentage of Retention and Certification</b>																
	3.3.1	To have each participants register in a minimum of two sessions per year.															
	3.3.2	Each site will maximize programming capacity based on goals set andto help achieve the maximum impact on the participants.															
	3.3.3	Each Site will offer LSE Yardage Books to every participant and use in their lesson plan. The Lead coach is responsible for ordering enough books from the Program Director.													Lead Coaches		
	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	<b>Social media to raise awareness of TFTCC.</b>																
	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	<b>Each Site develops a fundraiser for their site that generates \$1,000 per site annually</b>																
	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	<b>Each Site will achieve and maintain a minimum of an 8 to 1 Participant to Coach/Volunteer Ratio (or better)</b>																
	3.6.1	When needed - Lead coach will recruit volunteer through verious methods: Parents, Men's Ladies Clubs, etc.													Lead Coaches	Ongoing	
3.7	<b>Middle School Program</b>																
	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													Billy	1/1/17	
	3.7.4	Create Activity/Game List													Team	2/28/17	