

## **Strategic Plan The First Tee of the Central Coast**

The National Headquarters for the First Tee provides a framework for chapters throughout the country and the world. Their mission is to impact the lives of young people by providing educational programs that build character, instill life-enhancing values and promote healthy choices through the game of golf. That framework includes:

### **NINE CORE VALUES**

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

### **LIFE SKILLS EXPERIENCES**

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

### **NINE HEALTHY HABITS**

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

The First Tee of the Central Coast (TFTCC) has developed a mission to exemplify the National mission, but also to make it intrinsic to the Central Coast lifestyle and needs. Our local mission is:

To impact the lives of young people in Santa Barbara, Northern Ventura, 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 has oversight by a Board of Directors whose purpose is to support the TFTCC Mission by delivering needed financial and human resources, community partnerships, long term direction and governance. That Board, in conjunction with TFTCC staff, has developed a Strategic Plan to achieve goals that will help fulfill the mission. An annual meeting is held to do yearly updates to the Strategic Plan.

## TFTCC Strategic Plan 2020

The Strategic Plan is divided into several strategies. Each Strategy has its own goals which are specific, measurable, attainable, relevant and timely, and an action plan to successfully implement those strategies. The strategies for this plan include:


**1.0 FUNDRAISING:** Develop a fundraising plan that allows TFTCC to meet expenses and generate enough revenue to maintain a 10% reserve in its coffers


**2.0 OUTREACH:** Broaden the reach of TFTCC to bring the curriculum to schools and Youth Programs

**3.0 PROGRAMMING:** Provide high quality programming that is available to sites throughout San Luis Obispo, Santa Barbara and Ventura Counties. Programming should reach all genders, races and ages and encourage the participants to remain in the program to reach the higher skill levels. Programming at the various sites should be consistent throughout the Chapter.

**4.0 BOARD GOVERNANCE:** Provide a venue for the Board, led by the Executive officer and the Board President, to identify challenges that need to be addressed and determine the actions necessary to meet those challenges

 = On track (85-100%)

 = Fair vs plan (70-84%)

 = Off track (< 70%)

**Strategy 1.0 FUND RAISING**

Develop a fundraising plan that meets TFTCC expenses minus net participant fees and generates a 10% reserve.

Summary Table: \$K, Jan – Dec 2020 (target vs actuals)

	2020 totals	Events	Grants	Major Donations	Annual Giving	Board/AB	Planned Giving
Target	270.3	132.7	68.5	32	10.1	19.0	8.0
Actual	112	63.4	32.6	.5	3.2	12.3	0
2019	344.9	239.7	68.8	9.5	15.0	13.6	0
2019 %	87	95	98	98	91	68	0

**1.0 ACTION PLAN**

<b>1.1 Create a Board Fundraising Culture</b>			Person Responsible	Completion Date	Status vs. Plan
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	Butch	Ongoing	
1.1.4		Create a Fundraising Committee / Tournament Committee	Butch	March	
1.1.5		Have a booth at other Tournaments and/or Activities that give out information about who we are.	Mia	Ongoing	
1.1.6		Improve TFTCC Donor Stewardship Process.	Butch	Ongoing	
	1.1.6.1	Send immediate thank you's to donors.	Julia	Ongoing	
	1.1.6.2	Follow-up at least 2 times per year to tell donors what their gift did.	Jess	Jun/Oct	
	1.1.6.3	Personal phone call from Board members to donors above a certain level./ \$500	Board	Ongoing	
	1.1.6.4	Develop Donor Giving Levels and Recognition system.	Committee	May	
	1.1.6.5	Report to Board at Meetings what you have done to get donors or Auction items at each Board Meeting	Board	Ongoing	

<b>1.2 Each Region develop and execute Special Events to meet fundraising targets (Target =192.2K) (Actual = 47.3)</b>		Person Responsible	Completion Date	Status vs. Plan
1.2.1	Non Golf Fundraising events (Including some coach fundraising) (Target = 1K) (Actual =1.4K)	Varies	Ongoing	
1.2.2	Santa Maria - No Show Tournament. (Target = 15K) (Actual =15.1K)	Jess	April	
1.2.3	Spring Classic at San Luis Obispo CC. (Target = 31K) (Actual =31.9K)	Bonnie	April 8	
1.2.4	Summer Classic Santa Maria CC (Target = 15K) (Actual =0K)	Matt L	July 15	canceled
1.2.5	Fall Classic La Cumbre CC (Target = 60K) (Actual =2K)	Matt P	10/21	canceled
1.2.6	Winter Classic Paso Robles GC (Target = 0K) (Actual = 0K)	Andrew	11/9	N/A
1.2.7	Fred Shoemaker Fundraiser (Target =0K) (Actual = 0K)			N/A
1.2.8	Charity Mania (Target 3K) (Actual = 3K)	Butch	April	
1.2.9	Poker Tourney and Haunted House(Target=1K)(Actual = 1K)	Darren/Josh	October	
1.2.10	Kurt Schuette - Classic Golf Days (Target = 0K) (Actual =0K)		on going	N/A
1.2.11	San Luis Obispo - Summer Tournament Series. (Target = 4K) (Actual =9.1K)	Setting	Ongoing	
1.2.12	Golf Club Sales. (Target = .2K) (Actual =.2K)	Mike B	Ongoing	
1.2.13	Outside Tournaments. (Target =2K) (Actual =0K)		Ongoing	

<b>1.3 Write grants and monitor results monthly (Target = 80K) (Actual =12.1)</b>		Person Responsible	Completion Date	Status vs. Plan
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.	March	
1.3.3	Grant writer submit grants.	Joe C.	Ongoing	

<b>1.4 Develop a Major Donor Program consisting of individual and corporate donors (Target = 32K) (Actual =.5K)</b>		Person Responsible	Completion Date	Status vs. Plan
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 & DD make connections	Butch	Ongoing	

1.4.3	Develop a List of Corporations who might donate or enter teams in our Tournaments.	Board	Ongoing	
1.4.4	Continue working to develop Trustee level donor.	Board	Ongoing	
1.4.5	It is desired that a board member will attend a donor meeting	Board	Ongoing	

<b>1.5 Continue Annual Giving Program (Target = 10K) (Actual = 3.1K)</b>		Person Responsible	Completion Date	Status vs. Plan
1.5.1	Provide Board members feedback on who gave of the people who responded. Board members call donors and thank them.	Jessani	Feb	
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.	Butch	August	
1.5.6	Continue to update Founders Club Chapter information.	Butch	Ongoing	

<b>1.6 Continue Planned Giving/Endowment Program</b>		Person Responsible	Completion Date	Status vs. Plan
1.6.1	Establish sub-committee. (Butch, Jess, Greg)	Butch	March	
1.6.2	Create list of ideas to implement program.	Butch	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	Jessani	3/5/9/11	

**Strategy 2.0 OUTREACH**

Broaden outreach to bring TFTCC curriculum to:

- 1) Elementary school students via the NSP (PE teachers in PE classes at schools)
- 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- 1 touch)

Summary Table: # of schools/participants, 2019 vs. 2020 (target vs actuals)

Program		2019		2020	
		# Schools	# Youth	# Schools	# Youth
NSP	Target	65	32,000	60	30,000
	Actuals	56	29,246		
Drive	Target	-	2,000		2,000
	Actuals	-	860		
Target Outreach	Target	-	1,300		1,300
	Actuals	-	15		
Grand Totals	Target		35,300		33,300
	Actuals		30,121		

**2.0 ACTION PLAN**

<b>2.1 Continue monthly NSP Team meeting to monitor progress. Update and track status at all schools. Maintain/Update current NSP base</b>		Person Responsible	Completion Date	Status vs. Plan
2.1.1	Continue to evaluate/communicate with each school especially tracking teacher turnover. Attempt contact each school at least 2 times per year, Spring & Fall.	Julia	Ongoing	
2.1.2	Schedule for new teachers to be trained through Salesforce.	Julia	Ongoing	
2.1.3	Maintain and support SNAG equipment sharing arrangement between schools.	Julia	Ongoing	
2.1.4	Establish schedule for Key Element Assessments (KEA) for 2020. Goal of visiting 1 school per district in 2020.	Julia	2/8/17	
2.1.5	Add NSP stories & pictures to NSP page on our website	Julia/Jess	Ongoing	
2.1.6	NSP Newsletter- to send out to teachers & principals. Goal is 3 times per year.	Julia	Ongoing	
2.1.7	Obtain testimonials from Principals, teachers and students. Share with new schools.	Julia	Ongoing	
2.1.8	Maintain all schools and teacher contacts in Salesforce & update as needed.	Julia	Ongoing	
2.1.9	Enter NSP programming #'s in Salesforce 2 times per year.	Julia/Jess	June & Oct	
2.1.10	Schedule In Person trainings for schools/districts that want it.	Julia/Jess	Ongoing	

<b>2.2 Re-establish Commitment from Santa Maria &amp; SLO School Districts</b>		Person Responsible	Completion Date	Status vs. Plan
2.2.1	Re-establish contact for Santa Maria & SLO School Districts	Julia	Ongoing	
2.2.2	Establish which schools in both districts will continue NSP	Julia	Ongoing	
2.2.3	Distribute SNAG equipment to schools that will continue	Julia	Ongoing	
2.2.4	Get back any equipment from schools that will not be continuing & redistribute.	Julia	Ongoing	
2.2.5	Make sure all teachers that commit, get trained (online or in person)	Julia	Ongoing	

<b>2.3 Continue TFT DRIVE Program.</b>		Person Responsible	Completion Date	Status vs. Plan
2.3.1	Monitor A-OK after school program at Santa Barbara Elementary Schools.	Jessani	Ongoing	
2.3.2	Get additional after school program agreement to partner with TFTCC.	Julia	Ongoing	
2.3.3	Train after school teachers as needed.	Julia	Ongoing	
2.3.4	Try to establish contact with Oxnard School District - with help from HQ	Jessani	Ongoing	

<b>2.4 Reinvigorate/Continue TFT Target Outreach Program</b>		Person Responsible	Completion Date	Status vs. Plan
2.4.1	Each coach to do 1 outreach event in 2020. Report to Julia/Jessani	Billy and Coaches	Ongoing	
2.4.2	Maintain Boys and Girls Clubs, Girl's INC. and other youth organizations that we partner with.	Page/Julia	Ongoing	
2.4.3	Enter & track all outreach in Salesforce.	Jessani/Julia	Ongoing	

<b>2.5 Continue Juvenile Justice Program</b>		Person Responsible	Completion Date	Status vs. Plan
2.5.1	Create schedule & curriculum for Juvenile Justice Program at Los Prietos.	Billy	Ongoing	
2.5.2	Communicate with LP staff to schedule 4sessions per year.	committee	Ongoing	
2.5.3	Develop metrics to track program success.	Billy/Jess	Ongoing	
2.5.4	Look into grants to fund JJ program.	Jess/Joe	Ongoing	
2.5.5	Get feedback from Los Prietos staff to evaluate the success of the program.	Team	7/1/20	

**Strategy 3.0 PROGRAMMING**

Provide high quality programming that is available to sites throughout San Luis Obispo, Santa Barbara and Northern Ventura Counties. Programming should reach all genders, races and ages and encourage the participants to remain in the program to reach the higher skill levels. Programming at the various sites should be consistent throughout the Chapter.

Summary Table: # of participants for each site, Jan – Dec 2020 (target vs actuals)

TFTCC Program Site	Annual Participant Goal #s	Actual Participant #s 2020	Percent to Goal
Santa Barbara Golf Course	115	63	55
Saticoy Regional GC	45	12	27
Girl's Inc.	75	26	35
Lompoc YMCA	128	59	46
Santa Maria Country Club	110	69	63
La Purisima GC	64	30	47
Alisal River Course	68	22	32
Vandenberg Air Force Base	200	60	30
Laguna Lake GC	194	93	48
Blacklake Resort GC	144	108	75
Monarch Dunes	70	33	47
Dairy Creek	66	51	77
Seapines/Morro Bay	80	53	66
Paso Robles Golf Course	230	60	26
<b>Total</b>	<b>1589</b>	<b>739</b>	<b>46.51</b>

\*Goal #'s include Spring Session which was canceled at all sites due to COVID.

\*Yellow sites did not have a summer session due to COVID.

**3.0 ACTION PLAN**

3.1 Continue with Individual Program Site Observation and Assessment		Person Responsible	Completion Date	Status vs. Plan
3.1.1	IPO to be completed by Program Director for each Program Site Annually	Billy	Year end	
3.1.2	IPO to be completed by site's Lead Coach at each Program site annually (Self Evaluation)	Lead Coach	Year end	



<b>3.2 Achieve 10s in “Benchmark” % for Teens, Female, Diversity and Birdie and Higher</b>		Person Responsible	Completion Date	Status vs. Plan
3.2.1	Schedule and conduct a minimum of 6 middle school programs	Page/Terri/Julia	Ongoing	
3.2.2	Each site will conduct participant certification twice a year- Spring & Fall	Lead Coaches	May/Nov	
3.2.3	Maintain ongoing communication with participants and parents regarding opportunities and life skills benefits	Lead Coaches/Billy	Ongoing	

<b>3.3 Raise Social Media Awareness of TFTCC</b>		Person Responsible	Completion Date	Status vs. Plan
3.3.1	Each site will continue to submit pictures and/or stories on a regular basis	Lead Coaches	Ongoing	
3.3.2	Encourage (ask) each participant to “friend” and join each of our Chapter’s Social Media Sites (Facebook, Instagram, etc.)	Board/staff/coaches	Ongoing	

<b>3.4 All Coaches and Volunteers Directly Coaching Participants will be Adequately Trained</b>		Person Responsible	Completion Date	Status vs. Plan
3.4.1	All volunteers will undergo a background check & Safety Training through SafeSport, as provided by Lead Coach	Billy	12/31/20	
3.4.2	Each volunteer will complete the online ACT program, as provided by the Lead Coach	Billy	ongoing	
3.4.3	Lead coaches may send qualified volunteers to chapter coach trainings	Lead coach	ongoing	

<b>3.5 Program Quality Control</b>		Person Responsible	Completion Date	Status vs. Plan
3.5.1	Each Site will Maintain a Minimum of an 8:1 Participant to Coach/Volunteer Ratio	Lead Coach	Ongoing	
3.5.2	When needed, Lead Coach will recruit volunteers through various methods: Parents, Men’s/Ladies Clubs, etc.	Lead Coach	Ongoing	
3.5.3	PD and ED will meet twice each year with site Lead Coaches for G-B-H and progress report	Billy/Jess	April/October	

<b>3.6 Program Enhancements</b>		Person Responsible	Completion Date	Status vs. Plan
3.6.1	Coaches will consistently create and submit purposeful games/activities throughout the year to the PD	Lead Coach	Ongoing	
3.6.2	PD Will Complete and Distribute New “Purposeful Activities and Games Catalog” to All Lead Coaches	Billy	Ongoing	
3.6.3	Introduce, schedule and deliver a minimum of 4 “New PLAYer” programs utilizing our new PLAYer coaches	Billy	By year end	

<b>3.7 Maintain Middle School Programs</b>		Person Responsible	Completion Date	Status vs. Plan
3.7.1	Contact and confirm programming sessions with existing Middle School programs (7)	Julia/Jess	Jan/August	
3.7.2	Have adequate number of available chapter trained coaches to deliver middle school programming	Coach Team	Ongoing	
3.7.3	Create master schedule and agenda for Middle Schools, including dates, times, and class activities	Julia	Ongoing	
3.7.4	Complete and maintain Middle School equipment kits; one North county and one South county	Julia	Ongoing	

**Strategy 4.0 BOARD GOVERNANCE**

Provide a framework to maximize the effectiveness of the Board in order to increase fundraising, increase attention to strategic planning, and allow Board members to participate in any number of capacities.

**4.0 ACTION PLAN**

<b>4.1 Board agendas should be prioritized to spend time on strategic and critical issues</b>		Person Responsible	Completion Date	Status vs. Plan
4.1.1	Update Board on status of various efforts at the quarterly and annual meetings	ED and Board Chair	Quarterly	
4.1.2	Provide for regular assessment of Board and Committee performance	ED and Board Chair	Quarterly	
4.1.3	Provide Committee mandates with clarity as to desired outcome, and increased delegation from Board to committees, enabling increased focus on strategic matters at Board level	Chapter staff and Board	As needed	

<b>4.2 Board recognition at meetings for donations and other contributions</b>		Person Responsible	Completion Date	Status vs. Plan
4.2.1	Percent to goal for donations, both individuals and for the Board as a whole	Board Chair	Quarterly	Ongoing
4.2.2	Recognize Social Media contributions and activity by Board members	Board Chair And Cmte Chairs	Quarterly	Ongoing
4.2.3	Ensure reporting on Committee work with Board input on results and actions; recognize committee members for excellent work	Board Chair And Cmte Chairs	As needed	

<b>4.3 Provide options for fund raising opportunities for Board members</b>		Person Responsible	Completion Date	Status vs. Plan
4.3.1	Identify Board members willing to do “the ask” and apportion a donor (both corporate and personal) reach out list with assignments to each Board member, track progress	ED/Board Chair Board members	EOY goal	
	4.3.1.1 Continue “thank you” reach out to current donors via Board members. Each Board member to do a minimum of 50 telephone calls or emails to thank for donations made	ED/Board Chair	Quarterly	Ongoing
	4.3.1.2 Personal messages on “Ask” letters – each Board member to do a minimum of 25 per year			
4.3.2	Partner with wineries and breweries that donate a portion of their profit for any given day to a dedicated charity (Board member to attend, set up putting green or the like)	Board Chair And Cmte Chairs	As needed	Ongoing

<b>4.4 Provide for a structured social media outreach program</b>		<b>Person Responsible</b>	<b>Completion Date</b>	<b>Status vs. Plan</b>
4.4.1	Start a committee to investigate Social media fundraisers – which platforms, implementation, etc.	Board Chair and Board members	August	Ongoing
4.4.1.1	Find young volunteer/Intern (CalPoly student?) to spearhead this effort - get Facebook friends and like our page, TikTok, Snapchat, diversify across multiple platforms			
4.4.2	Define an overall vision for social media strategy during 2020 Strategic Plan review/update to include: <ul style="list-style-type: none"> <li>○ Goals</li> <li>○ Objectives</li> <li>○ Target audiences</li> <li>○ Resources and staff time needed</li> <li>○ Success metrics</li> </ul>	Board	December 2020	Ongoing

<b>4.5 Establish a goal of a minimum of 20 Board members</b>		<b>Person Responsible</b>	<b>Completion Date</b>	<b>Status vs. Plan</b>
4.5.1	Provide opportunities for Board members other than fund raising, such as committee work and research; track and report on those opportunities	Board Chair	As needed	Ongoing
4.5.2	Coaches encourage select parents and business associates to get involved and report on their progress	Coaches and PD.	As needed	Ongoing
4.5.3	Board members reach out to friends and business contacts to become Board members and report on their progress	Board and Board Chair	As Needed	Ongoing
4.1.4	ED and Board President follow up on leads provided by staff and other Board members; track progress	ED and Board Chair	As needed	Ongoing

## COVID-19 Addendum

## Crisis Response to COVID-19 Restrictions

Due to the COVID-19 virus and the shutdown of schools and social gatherings, we have made the following adjustments to our program.

**Administration:**

- Hold weekly staff/executive board meetings each Monday to go over financials and address issues
- Communicate weekly with board members on new developments
- Explore all options for relief funding
- Research & apply for Small Business Loan (PPP) (received)
- Stay on top of all requirements for PPP loan forgiveness (applied)
- Communicate with insurance providers to discuss changes & how they affect our policies
- Be in communication with HQ / be aware of all options for relief through HQ
- Apply for/ respond to all applicable relief options through HQ
  - Toro Grant (received)
  - 35 free background check codes (received)
  - Salesforce annual dues covered (\$2900)
- Utilize Best practices from HQ for communications
- Keep website up to date with current policies and changes

**Fundraising:**

- Communications with donors about our response to Covid-19
- Communicate changes to current fundraisers affected by Covid-19
  - Golf Mania Ticket Sales
- Explore options for additional fundraising opportunities (Virtual)
- Adjust plans for fundraisers that may need to be altered/postponed
  - Date change for Spring Classic at SMCC (canceled)
  - Communicate with LCC regarding Fall Classic (canceled)
  - Haunted House? (most likely canceled)
  - Outside Tourney at SBGC supposed to be held in July (canceled)
- Create task force to come up with virtual fundraising ideas to make up for lost income
- Work with grant writer to come up with new grant opportunities and apply to all that are available
- Work with HQ on new fundraising ideas
  - Launched Giving Tuesday Now campaign via emails & social media platforms

**Programming:**

- Lead coaches contact all 2020 TFTCC families to check in
- One on one meetings with each coach to discuss relief options, schedule changes
- Communicate weekly with participant families providing activities, updates, etc.
- Create First Tee At Home page for our website
- Update content of First Tee at Home webpage with new material weekly
- Have coaches make videos/content to send to participants & post on social media
- Post regularly on social media sites (every other day)

- Create At Home curriculum, 6 week spring session
- Keep current with all guidelines from CDC, PGA, HQ, Local Government to make sure we follow all safety protocols
- Communicate with other chapter leaders
- Share best practices within FT network
- Attend webinars, zoom meetings etc. to maintain communication with HQ
- Stay informed and prepared for re-opening strategies
- Create plan for re-opening utilizing all safety precautions, guidelines etc.
- Work with each site/lead coach to create re-opening strategy
- Keep website updated with plans for re-opening
- Communicate/ strategize with coaches, staff, and board on how to navigate re-opening
- Make sure each site proper safety supplies on hand for re-opening