



Strategic Plan

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)

First Tee - Central Coast (FTCC) 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.

FTCC has oversight by a Board of Directors whose purpose is to support the FTCC Mission by delivering needed financial and human resources, community partnerships, long term direction and governance. The Board, in conjunction with FTCC 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.

FTCC Strategic Plan 2021


The Strategic Plan is divided into four 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 FTCC to meet expenses and generate enough revenue to maintain a 10% reserve in its coffers


2.0 OUTREACH: Broaden the reach of FTCC 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 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.

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 FTCC expenses minus net participant fees and generates a 10% reserve.

Summary Table: \$K, Jan – Dec 2021 (target vs actuals)

	2021 totals	Events	Grants	Major Donations	Annual Giving	Board/AB	Planned Giving
Target	332.5	193	89.5	5	25	20	0
Actual	4.9	.5	0	0	3.7	.7	0
2020	248	94	105.2	.5	28.2	20.1	0
2020 % of goal	95	71	102	67	274	106	0

1.0 ACTION PLAN

1.1 Create a Board Fundraising Culture		Person Responsible	Completion Date	Status vs. Plan
1.1.1	Maintain Board support tracking sheet and share at each Board meeting.	Jessani	Ongoing	
1.1.2	Create a Fundraising Committee / Tournament Committees or Task Force	Jess / Board	Feb Meeting	
1.1.5	Have a booth at other Tournaments and/or Activities with information about who we are to expand our presence in the community. Include First Tee participants.	Mia	Ongoing	
1.1.6	Improve FTCC Donor Stewardship Process.	Jess & Board	Ongoing	
1.1.6.1	Send immediate thank you letters to donors.	Jess & Julia	Ongoing	
1.1.6.2	Create a quarterly Newsletter to let donors know how their contribution has helped.	Jess	March/ June/Sept/Dec	
1.1.6.3	Personal phone call from Board members to donors above a certain level./ \$500	Jess & Board	Ongoing	
1.1.6.4	Develop Donor Giving Levels and Recognition system. Offer FTCC shirts for those who donate \$500 and above.	Committee	May	
1.1.6.5	Continue to recognize contributions & efforts of each board member at meetings.	Jess & Rob	Ongoing	

1.2 Each Region develop and execute Special Events to meet fundraising targets (Target =193K) (Actual = 0K)		Person Responsible	Completion Date	Status vs. Plan
1.2.1	Non Golf Fundraising (Includes Amazon Smile, Facebook fundraisers, Round Ups etc.) (Target = 2K) (Actual =.5K)	Varies	Ongoing	
1.2.2	No Show Golf Tournament. (Target = 15K) (Actual =0K)	Carol/Jess	April	
1.2.3	SLO County Golf Tournament at San Luis Obispo CC. (Target = 60K) (Actual =0K)	Carol/Committee	Date TBD	
1.2.4	Ed Murray Club Challenge (Target = 20K) (Actual =0K)	Carol/Committee	Summer	
1.2.5	Fall Classic La Cumbre CC (Target = 80K) (Actual=0K)	Carol/Committee	10/18/21	
1.2.6	Fred Shoemaker Fundraiser (Target =0K) (Actual = 0K)		Not scheduled for 2021	
1.2.7	Charity Mania (Target 5K) (Actual = 0K)	Carol/Board	April	
1.2.8	San Luis Obispo - Summer Tournament Series. (Target = 5K) (Actual =0K)	Gary Setting	Ongoing	
1.2.9	Golf Club Sales. (Target = 1K) (Actual =0K)	Matt C	Ongoing	
1.2.10	Outside Tournaments. (Target =2K) (Actual =0K)	Terri	Ongoing	
1.2.11	Drive, Chip, Putt Tournament for Adults & Participants (Target=3K) (Actual=0K)	Mia/Billy/Cmtee	Ongoing	

1.3 Write grants and monitor results monthly (Target = 89.5K) (Actual =0K)		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.	Feb Meeting	
1.3.3	Grant writer submit grants.	Joe C./Jess	Ongoing	

1.4 Develop a Major Donor Program consisting of individual and corporate donors (Target = 5K) (Actual =0K)		Person Responsible	Completion Date	Status vs. Plan
1.4.1	Work with Cathy Wagner (HQ) to come up with possible donor lists for our area.	Jess	March	
1.4.2	Board Continually helps update the List and helps ED & TD make connections	Board/Jess/Carol	Ongoing	
1.4.3	Develop a List of Corporations who might donate or enter teams in our Tournaments.	Carol	Ongoing	
1.4.4	Continue working with Cathy Wagner (HQ) to develop Trustee level donor.	Board/ Jess	Ongoing	
1.4.5	Invite board members to attend donor meetings	Jess/Carol/Board	Ongoing	

1.5 Continue Annual Giving Program (Target = 25K) (Actual = 0K)		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/Board	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/Board	August	
1.5.3	Update database.	Jessani/Board	Ongoing	
1.5.4	Create Task Force to plan/launch Appeal strategy	Jessani	August	
1.5.5	Send out appeal letter with Board Member personal endorsements.	Jess/Julia/Board	October	

1.6 Continue Planned Giving/Endowment Program		Person Responsible	Completion Date	Status vs. Plan
1.6.1	Reach out to Cathy Wagner & other FT Chapters about successful strategies used to promote & implement Planned Giving	Jess	March	
1.6.2	Get intentional about letting our donors know about Planned Giving through newsletter, all communications sent, tournament announcements etc.	Jess/Carol/Board	Ongoing	
1.6.3	Approach higher level donors about planned giving as an opportunity.	Jess/Carol/Board	By end of year	
1.6.4	Provide a quarterly progress update to Board	Jessani	2/5/8/11	

Strategy 2.0 OUTREACH

Broaden outreach to bring FTCC curriculum to:

- 1) Elementary school students via the First Tee School Program (PE teachers in PE classes at schools)
- 2) Youth Programs via First Tee Community Program (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		2020		2021	
		# Schools	# Youth	# Schools	# Youth
FT School Program	Target	60	30,000	60	30,000
	Actuals	54	29,246		
FT Community Program	Target	16	2,000	8	860
	Actuals	8	860		
Target Outreach	Target	13	1,300	13	1,300
	Actuals	0	15		
Grand Totals	Target	89	35,300	81	32,160
	Actuals	62	30,121		

2.0 ACTION PLAN

2.1 Continue to monitor progress. Update and track status at all schools. Maintain/Update current School Program base		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 2021. Goal of visiting 1 school per district in 2021. (If schools re-open)	Julia	Ongoing	
2.1.5	Add School Program stories & pictures to our website	Julia/Jess	Ongoing	
2.1.6	School Program 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	

2.2 Re-establish Commitment from Santa Maria & SLO School Districts		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 School Program	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	

2.3 Continue FT Community Program.		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 FTCC.	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	

2.4 Reinvigorate/Continue FT Target Outreach Program		Person Responsible	Completion Date	Status vs. Plan
2.4.1	Each coach to do 1 outreach event in 2021. 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. Quarterly contact until we are able to restart programs.	Page/Julia	Ongoing	
2.4.3	Enter & track all outreach in Salesforce.	Jessani/Julia	Ongoing	
2.4.4	Plan, organize and hold an Open House for our teachers.	Julia	Fall	

2.5 Continue Juvenile Justice Program		Person Responsible	Completion Date	Status vs. Plan
2.5.1	Re-establish contact with LosPrietos staff & FT coaching team to see if/when they might be ready to start up our program again. Continue to maintain contact quarterly until we re-start.	Billy	Ongoing	
2.5.2	Once it is determined we can re-start program, create schedule & curriculum for Juvenile Justice Program at Los Prietos.	Billy	Ongoing	
2.5.3	Develop metrics to track program success.	Billy/Jess	Ongoing	
2.5.4	Follow up with LA84 about grant provided for LP	Jess/Joe	Ongoing	
2.5.5	Get feedback from Los Prietos staff to evaluate the success of the program.	Team	Ongoing	

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 2021 (target vs actuals)

FTCC Program Site	Annual Participant Goal #'s	Actual Participant #'s 2021	Percent to Goal
Saticoy Regional Golf Course	TBD		
Santa Barbara Golf Course	132	30	23
Girls Inc	52		
Los Prietos Boys Camp	TBD		
Lompoc YMCA	TBD		
La Purisima Golf Course	128	30	23
Alisal River Course	TBD		
Vandenberg Air Force Base	TBD		
Santa Maria Country Club	152	46	30
Blacklake Resort Golf Course	236	63	27
Monarch Dunes Golf Course	160	39	24
Sea Pines Golf Course	164	38	23
Morro Bay Golf Course	48	12	25
Laguna Lake Golf Course	272	84	31
Dairy Creek Golf Course	176	50	28
Hunter Ranch Golf Course	96	28	29
Paso Robles Golf Course	108		
TOTAL	1724	420	24

Middle School Site	Projected Session	Projected #'s	Actual #'s	% to Goal
Carpinteria Middle School	Fall 2021 /Winter 2022	200		
Santa Barbara Jr High	Spring 2022			
La Cumbre Jr High	Fall 2021	400		
La Colina Jr High	TBD			
Orcutt Jr High	TBD			
Paulding Middle School	TBD			
Laguna Middle School	Spring 2021	400		
TOTAL		1000		

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	

3.2 Achieve 10s in “Benchmark” % Female, Diversity and Birdie and Higher		Person Responsible	Completion Date	Status vs. Plan
3.2.1	Schedule and conduct a minimum of 3 middle school programs (down from 7 due to Covid & school closures)	Page/Terri/Julia	Ongoing	
3.2.2	Each site will conduct participant certification twice a year- Spring & Fall	Lead Coaches	May/Nov	

3.3 Raise Social Media Awareness of FTCC		Person Responsible	Completion Date	Status vs. Plan
3.3.1	Each site will submit pictures and/or stories every week. Note – Julia to send reminders.	Lead Coaches	Ongoing	
3.3.2	Encourage (ask) each participant to “friend” and join each of our Chapter’s Social Media Sites.	Board/staff/coaches	Ongoing	
3.3.3	Add Twitter to expand our Social Media platform	Julia	February	
3.3.4	End invite to database to join social media sites	Jess		

3.4 All Coaches and Volunteers Directly Coaching Participants will be Adequately Trained		Person Responsible	Completion Date	Status vs. Plan
3.4.1	All volunteers will undergo a background check & SafeSport Training as required by PD & HQ	Billy	ongoing	
3.4.2	Each volunteer will complete the online ACT program, as provided by PD & HQ	Lead Coach/ Volunteer	ongoing	
3.4.3	Send Level 1 coaches to Level 2 trainings (Matt, Connor, Andrew?)	ED/PD	ongoing	
3.4.4	Hold minimum of 1 PLAYer Coach training. Note: Lead coaches should recommend all qualified volunteers for PLAYer coach training –	Billy/Julia	Fall	

3.5 Program Quality Control		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	Lead coaches will notify PD of ALL volunteers for proper training requirements.	Lead Coaches	Ongoing	
3.5.4	ED and PD will meet with each Lead Coach two times per year for GBH and program support.	Jess/Billy/ Lead Coaches	April/October	

3.6 Registering & Maintaining Teens (10's in FT Benchmark)		Person Responsible	Completion Date	Status vs. Plan
3.6.1	FTCC will now refer to and promote their “Birdie/Eagle” classes as “Advanced Skills & Game Enhancement” – (Note: we will continue to deliver B & E curriculum) – ALL sites with Recognized FT Coach must offer	Lead Coach	Ongoing	
3.6.2	Inform and Educate ALL participants/parents of the many benefits of staying in the program: First Tee National Opportunities, Possible Scholarships, Community Service Credits, Organized Teen Activities, etc.	FTCC & Lead Coaches	Ongoing	
3.6.3	TFTCC will create and facilitate 2-4 Teen Golf Events – (One per session)	Billy, Darren, Rory	By year end	

3.7 – Focus on re-establishing and or establishing a program site in Ventura County.		Person Responsible	Completion Date	Status vs. Plan
3.7.1	Agreement with facility – (Saticoy Regional or other)	ED & PD		
3.7.2	Acquire a Coach or Coaches to deliver			

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

4.1 Board agendas should be prioritized to spend time on strategic and critical issues		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 Pres.	Quarterly	Ongoing
4.1.2	Provide for regular assessment of Board and Committee/Task Force performance	ED and Board Pres.	Quarterly	Ongoing
4.1.3	Provide Committee/Task Force mandates with clarity as to desired outcome, with increased delegation from Board to committees and task forces, enabling increased focus on strategic matters at Board level.	Chapter staff and Board	As needed	
4.1.4	Create and identify participants for an ongoing fundraising committee	Board Pres. And Board	Quarterly	Ongoing
4.1.5	Include item on quarterly agenda to assess Board activity against Home Office benchmarking for Board effectiveness	ED and Board Pres.	Quarterly	Ongoing

4.2 Board recognition at meetings for donations and other contributions		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 Pres.	Quarterly	Ongoing
4.2.2	Recognize Social Media contributions and activity by Board members	Board Pres. And Cmte Chairs	Quarterly	Ongoing
4.2.3	Ensure reporting on Committee/Task Force work with Board input on results and actions; recognize committee members for excellent work	Board Pres. And Cmte Chairs	As needed	

4.3 Provide options for fund raising opportunities for Board members		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 Pres., 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 Pres.	Quarterly	Ongoing
	4.3.1.2 Personal messages on “Ask” letters – each Board member to do a minimum of 25 per year at the November joint meeting.			
4.3.2	Partner with wineries and breweries that donate a portion of	Board Pres.	As needed	Ongoing

	their profit for any given day to a dedicated charity (Board member(s) to attend, set up putting green or the like)	And Board		
4.4 Provide for a structured social media outreach program		Person Responsible	Completion Date	Status vs. Plan
4.4.1	Create a task force to investigate Social media outreach and fundraisers – which platforms, implementation, etc.	Board Pres. and Board members	August	Ongoing
4.4.1.1	Find young volunteer/Intern (CalPoly student or First Tee alumni?) to help capture statistics and measure success of social media outreach.			
4.4.2	Define an overall vision for social media strategy to include: <ul style="list-style-type: none"> ○ Goals ○ Objectives ○ Target audiences ○ Resources and staff time needed ○ Success metrics 	Board Pres. And Committee Chair	December 2021	Ongoing

4.5 Board Recruitment		Person Responsible	Completion Date	Status vs. Plan
4.5.1	Establish a goal of a minimum of 20 Board members. Establish a committee to focus on this effort	Board Pres. And Board	Ongoing	Ongoing
4.5.2	Provide opportunities for Board members other than fund raising, such as committee work and research; track and report on those opportunities	Board Pres. And Cmte Chairs	As needed	Ongoing
4.5.3	Coaches encourage select parents and business associates to get involved and report on their progress	Coaches and PD.	As needed	Ongoing
4.5.4	Board members to reach out to friends and business contacts to identify and recruit potential new Board members; report on progress at quarterly meetings	Board and Board Pres.	As Needed	Ongoing
4.1.5	ED and Board President follow up on leads provided by staff and other Board members; track progress	ED and Board Pres.	As needed	Ongoing