



## **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 positively 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 2022

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 2022 (target vs actuals)

	2022 totals	Events	Grants	Major Donations	Annual Giving	Board/AB	Planned Giving
Target 2022	320	170	95	5	30	20	0
Actual 2022	17	1.2	4.4		11.1	.3	0
Actual 2021	302.6	111.4	130.3	4.3	34.6	22	0
2021 % of goal	91	58	146	86	138	110	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 and share at each Board meeting.	Jessani	Ongoing	
1.1.2	Create Tournament Committees for North & South County Golf Tournaments	Jess / Board	Feb/April/ July	
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 when possible.	Mia/Eric	Ongoing	
1.1.6	Continue to 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. Minimum 3 per year.	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/Eric	May/Ongoing	
1.1.6.5	Continue to recognize contributions & efforts of each board member at meetings.	Jess & Rob	Ongoing	

<b>1.2 Each Region develop and execute Special Events to meet fundraising targets (Target =170K) (Actual = 1.2K)</b>		Person Responsible	Completion Date	Status vs. Plan
1.2.1	Non Golf Fundraising (Includes Amazon Smile, Facebook fundraisers, Round Ups etc.) (Target = 2K) (Actual =1K)	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 = 40K) (Actual =0K)	Committee	Date TBD	
1.2.4	Ed Murray Club Challenge (Target = 0K) (Actual =2K)		Not scheduled for 2022	
1.2.5	Fall Classic (La Cumbre CC or Sandpiper) (Target = 80K) (Actual=0K)	Committee	Date TBD	
1.2.6	Fred Shoemaker Fundraiser (Target =0K) (Actual = 0K)		Not scheduled for 2022	
1.2.7	Charity Mania (Target 6K) (Actual = .2K)	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 = 2K) (Actual =0K)	Matt C	Ongoing	
1.2.10	Outside Tournaments. (Target =5K) (Actual =0K)	Terri,Randy	Ongoing	
1.2.11	Summer Classic at Mission Club in Lompoc (Target=15K) (Actual=0K)	Committee	6/12/22	

<b>1.3 Write grants and monitor results monthly (Target = 95K) (Actual =4.4K)</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.	Feb Meeting	
1.3.3	Grant writer submit grants.	Joe C./Jess	Ongoing	
1.3.4	Come up with a Succession Plan for replacing Joe	Jess/Board	12/31/22	
1.3.5	Find New Corporate Grants Opportunities: Apply to Dick's, Target, Walmart, Others	Jess/Eric	Ongoing	

<b>1.4 Develop a Major Donor Program consisting of individual and corporate donors (Target = 5K) (Actual =0K)</b>		Person Responsible	Completion Date	Status vs. Plan
1.4.1	Continue to work with Cathy Wagner (HQ) to develop Trustee level donor.	Jess	March	
1.4.2	Board Continually helps update the List and helps ED & TD make connections	Board/Jess	Ongoing	
1.4.3	Develop a List of Corporations who might donate or enter teams in our Tournaments.	Board/Jess/Eric	Ongoing	
1.4.4	Develop wording, let donors know & put on website IRA giving opportunities.	Greg/Jess	Ongoing	
1.4.5	Invite board members to attend donor meetings	Jess/Board	Ongoing	

1.4.6	Develop Donor Giving Levels & Promote	Jess/Eric	By Year End	
1.4.7	Research Idea of Adopt a Student Giving Program	Jess/Barbara	Ongoing	

<b>1.5 Continue Annual Giving Program (Target = 25K) (Actual = 11.1K)</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.	Jess/Board	Feb	
1.5.2	Board note writing has proven to be very effective. Expand this effort for 2022 Appeal.	Committee	August	
1.5.3	Update database.	Jess/Board	Ongoing	
1.5.4	Create Task Force to plan/launch Appeal strategy	Jess	August	
1.5.5	Send out appeal letter with Board Member personal endorsements.	Jess/Julia/Board	October	
1.5.6	Evaluate dollar amount needed to maximize Charles Schwab Grant Opportunity & incorporate into Appeal Strategy.	Jess/Committee	August	

<b>1.6 Continue Planned Giving/Endowment Program</b>		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/Julia/Board	Ongoing	
1.6.3	Approach higher level donors about planned giving as an opportunity.	JessBoard	By end of year	
1.6.4	Provide a quarterly progress update to Board	Jessani	2/5/8/11	

<b>1.7 Social Media Strategy</b>		Person Responsible	Completion Date	Status vs. Plan
1.7.1	Increase Twitter Presence	Manny/Julia	Ongoing	
1.6.2	Increase YouTube Channel Presence	Manny/Julia	Ongoing	
1.6.3	Reach out to local colleges to find an intern to help with social media, video content.	Manny/Julia/Jess	Ongoing	
1.6.4	Use Social media to promote/expand partnerships & fundraising	Manny/Julia/Jess	Ongoing	

**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, 2021 vs. 2022 (target vs actuals)

Program		2021		2022	
		# Schools	# Youth	# Schools	# Youth
FT School Program	Target	60	30,000	55	30,000
	Actuals	55	29,560		
FT Community Program	Target	16	2000	8	860
	Actuals	8	860		
Target Outreach	Target	13	1,300	13	1,300
	Actuals	1	533		
Grand Totals	Target	89	33,300	76	32,160
	Actuals	64	30,953		

**2.0 ACTION PLAN**

<b>2.1 Continue to monitor progress. Update and track status at all schools. Maintain/Update current School Program 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 2021. Goal of visiting 1 school per district in 2022.	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 & promote in newsletters	Julia	Ongoing	
2.1.8	Maintain all schools and teacher contacts in Salesforce & update as needed.	Julia	Ongoing	
2.1.9	Enter School Program 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 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	

<b>2.3 Continue FT Community 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 FTCC.	Julia	Ongoing	
2.3.3	Train after school teachers as needed.	Julia	Ongoing	

<b>2.4 Reinvigorate/Continue FT Target Outreach Program</b>		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/Jess	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	
2.4.5	Implement Outreach Program with People's Self Help Housing to reach Latino Community. Possibly develop to regular programming.	Billy/Manny	Winter 2022	
2.4.6	Implement Outreach Program with Atascadero Bull Dogs Friday Club.	Darren	Spring 2022	
2.4.7	Implement Outreach Program with Cal Poly Special Needs Group	Darren	Spring 2022	

<b>2.5 Continue Juvenile Justice Program</b>		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 2022 (target vs actuals)

<b>FTCC Program Site</b>	<b>Annual Participant Goal #'s</b>	<b>Actual Participant #'s 2022</b>	<b>Percent to Goal</b>
Saticoy Regional Golf Course	TBD	-	
Santa Barbara Golf Course	192	51	26
Girls Inc	TBD	-	
Los Prietos Boys Camp	TBD	-	
Lompoc YMCA		18	
Buellton YMCA		39	
La Purisima Golf Course	128	27	21
Alisal River Course	TBD	-	
Vandenberg Space Force Base	TBD	40	
Santa Maria Country Club	256	61	24
Blacklake Resort Golf Course	256	96	38
Monarch Dunes Golf Course	122	33	27
Sea Pines Golf Course	100	24	24
Morro Bay Golf Course	64	16	25
Laguna Lake Golf Course	256	57	22
Dairy Creek Golf Course	146	28	19
Hunter Ranch Golf Course	118	26	22
River Oaks	120	32	27
Mission Club	128	24	19
<b>TOTAL</b>	<b>1886</b>	<b>572</b>	<b>30</b>

<b>Middle School Site</b>	<b>Projected Session</b>	<b>Projected #'s</b>	<b>Actual #'s</b>	<b>% to Goal</b>
Carpinteria Middle School	Winter 2022	200		
Santa Barbara Jr High	TBD			
La Cumbre Jr High	Fall 2022	400		
La Colina Jr High	<b>TBD</b>			
Orcutt Jr High	Spring 22	200		
Paulding Middle School	Fall 2022	300		
Laguna Middle School	Spring 2022	400		
<b>TOTAL</b>		<b>1500</b>		



### 3.0 ACTION PLAN

<b>3.1 Continue with Individual Program Site Observation and Assessment</b>		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” % Female &amp; Diversity</b>		Person Responsible	Completion Date	Status vs. Plan
3.2.1	Schedule and conduct a minimum of 4 middle school programs	Page/Terri/Julia	Ongoing	
3.2.2	Chapter will offer and conduct a minimum of 2 “Girls Only” events (Golf or otherwise)	Billy/Darren/Terri	Spring/Fall	
3.2.3		Lead Coaches	Spring & Fall	

<b>3.3 Raise Social Media Awareness of FTCC</b>		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	Manny	Ongoing	
3.3.4	Send invite to database to join social media sites	Jess	Ongoing	
3.3.5	Add You Tube to expand our social media presence	Manny/Eric	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 & SafeSport Training as required by PD & HQ	Billy	ongoing	
3.4.2	Each new volunteer coach will complete the online ACT program, as provided by PD & HQ	Lead Coach/ New volunteers	ongoing	
3.4.3	Send Coaches to National Trainings (as many as budget will allow)	ED/PD	Fall 2022	
3.4.4	Hold minimum of 1 Level 1 Coach training. Note: Lead coaches should recommend all qualified volunteers for Level 1 coach training	Billy/Julia	June 2022	

<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/PD	Ongoing	
3.5.2	When needed, Lead Coach will recruit volunteers through various methods: Parents, Men’s/Ladies Clubs, etc.	Lead Coach/PD	Ongoing	
3.5.3	Lead coaches will notify PD of ALL volunteers for proper	Lead	Ongoing	

	training requirements.	Coaches		
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	

<b>3.6 Registering &amp; Maintaining Teens (10's in FT Benchmark)</b>		Person Responsible	Completion Date	Status vs. Plan
3.6.1	FTCC will now refer to and promote the former "Birdie/Eagle" classes as "Advanced Skills & Game Enhancement", (Recommended ages 11+) Note: we will continue to deliver B & E curriculum blended with the new "Refreshed" Age Level Curriculum	FT Coaches	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	FTCC coaches will offer experienced Teens the opportunity to "Give Back" as junior mentors at the sites	Lead Coaches	Ongoing	
3.6.4	Chapter will attempt to organize and establish a Teen Advisory Committee (via Zoom)	Lead Coaches		

<b>3.7 – Focus on re-establishing and or establishing a program site in Ventura County.</b>		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			

<b>3.8 – Provide Competitive Playing opportunities for FTCC Participants.</b>		Person Responsible	Completion Date	Status vs. Plan
3.8.1	Host 2-4 Competitive Golf Events for our participants	Billy/Mia	Seasonally	
3.8.2	FT Coaches provide Jr League Teams	Billy/Andrew/Terri/Julia	Summer	
3.8.3	Host Year End Holiday Event	Billy/Mia	December	

**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 make the most of meeting time</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 Pres.	Ongoing	
4.1.2	Have a variety of voices speaking at each meeting/ on each agenda	ED and Board Pres.	Ongoing	
4.1.3	Provide Board with Participant Stories via newsletter, emails and as part of meetings	Chapter staff and Board	Ongoing	
4.1.4	Have junior guests share at meetings	Board Pres. And Board	Ongoing	
4.1.5	Include item on quarterly agenda to assess Board activity against Home Office benchmarking for Board effectiveness	ED and Board Pres.	Ongoing	

<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 Pres.	Quarterly	
4.2.2	Recognize Social Media contributions and activity by Board members	Board Pres. And Cmte Chairs	Quarterly	
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	

<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 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	Quarterly	
	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.		

<b>4.5 Board Recruitment</b>		Person Responsible	Completion Date	Status vs. Plan
4.5.1	Establish a goal of a minimum of 20 Board members.	Board Pres. And Board	Ongoing	
4.5.2	Create a Board Recruitment Committee to meet with prospective new board members	Board Pres. And Cmte Chairs	As needed	
4.5.3	Coaches encourage select parents and business associates to get involved and report on their progress	Coaches and PD.	As needed	
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.	Ongoing	
4.5.5	ED and Board President follow up on leads provided by staff and other Board members; track progress	ED and Board Pres.	As needed	
4.5.6	Recruitment Committee to come up with/ refine onboarding process.	ED/ Board Pred & Committee	Spring 2022	
4.5.7	Provide a question on program registration which identifies parents that may be interested in board position.	Jess	Spring 2022	

<b>4.5 FTCC Calendar</b>		Person Responsible	Completion Date	Status vs. Plan
4.6.1	Create a calendar with all fundraising, events, programs etc in one spot for boardmembers & staff to easily access	Eric/Jess	Ongoing	