



2023 Strategic Plan Meeting

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 each December to do yearly updates to the Strategic Plan.

The following pages demonstrate the work done by the First Tee Central Coast Board of Directors, staff and coaches at their planning meeting on December 8, 2022 at Santa Maria Country Club. The participants included: Jessani Johnson, Mia Cameron, Billy Gibbs, Matt Porter, Manuel Arceo, Eric Bell, Andrew Sherman, Rick Cohen, Bill Widner, Darren Avrit, Mike Brabenec, Terri Benson, Jim DeLaby, Julia Puscheck and Ben Crawford.

As a group we went through the following exercises:

- We reviewed our Purpose and Mission
- Reviewed our year (2022 goals & results)
- Victory Circle: what would we love to accomplish in 2023
- SWOT: Strengths, Weaknesses, Opportunities & Threats
- How can we improve?

We had breakout sessions to discuss Programming / Outreach (primarily coaches) & Fundraising/Board Governance (primarily board members)

We came back together to share our ideas.

Based on these discussion, this plan was created to help us achieve our 2023 goals.

We will revisit and update at each meeting to hold ourselves accountable.

Our Purpose:

We exist to enable kids to build the strength of character that empowers them through a lifetime of new challenges.

Our Mission:

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 and instill life enhancing values through the game of golf.

Our Impact on Young People:

Young people in our programs are more confident in school, supported by coaches who they view as caring mentors, active community members, ALWAYS welcome regardless of financial circumstances.

2022 Year in Review:

1.0 FUNDRAISING:

We exceeded expectations raising \$335.7K vs our goal of \$320k.

2.0 OUTREACH

We were ONTRACK with our Schools Program reaching 28,534 participants at 55 elementary schools vs our goal of 30,000 at 55 schools (95%) and Community Program reaching 860 youth through 8 afterschool sites (100% of our goal) and we fell short in Outreach reaching 173 kids vs our goal of 1300 (13%).

3.0 PROGRAMMING

We were ONTRACK with Programming at traditional sites reaching 1780 kids vs our goal of 1878 (95%) at 13 Golf Courses. We exceeded expectations with our No Fee Classes reaching 456 kids vs our goal of 415 (110%) in partnership with Girls Inc Carpinteria, Buellton, Santa Ynez and Lompoc YMCA's, and Vandenberg Space Force Base. We fell short with our Middle School Program reaching 764 teens at 3 schools vs our goal of 1,500 teens at 5 schools (50%).

4.0 BOARD GOVERNANCE: We exceeded expectations in the area of Board Donations (\$25.5k vs our goal of \$20k). We fell short in the area of growing our board to 20 members, although we did add 3 and currently have a total of 16.

Victory Circle

We imagined ourselves back together again, one year from now, reminiscing about our wildly successful 2023 year. The items in the circle are the result of brainstorming what our success would look like.

- 
- More partnerships
 - Find a Trustee Donor
 - Add a school district to our Schools Program
 - More corporate donations, support and involvement
 - Start a thriving program in Ventura County
 - Touch base and have contact with all schools
 - Send all eligible coaches to the next level of Coach Training
 - Maintain max capacity at all sites - have plenty of trained coaches
 - Increase revenue to qualify & maximize the Charles Schwab grant
 - Programs in 5 middle schools with coaches who love to be there
 - Have at least 1 participant attend every National Opportunity
 - Hold 2-4 successful playing opportunities for participants
 - More sites send kids to National Opportunities
 - More advanced opportunities for older kids
 - Have wildly happy & fulfilled coaches
 - Increase our social media presence
 - Increase our name recognition
 - Have a robust & engaged board
 - Increase diversity in all areas

SWOT: Evaluating Strengths, Weaknesses, Opportunities & Threats

<p>STRENGTHS:</p> <p>Our Coaches! 8 recognized FT coaches Staff Good Partnerships Good Reputation</p>	<p>WEAKNESSES:</p> <p>No Presence in Ventura County Open board positions Communication Fundraising</p>
<p>OPPORTUNITIES:</p> <p>Partnerships Outreach Special Olympics Digital Presence/better marketing</p>	<p>THREATS:</p> <p>Limited resources Golf Tournaments saturated in this area. Staff Needs More Support</p>

Annual Plan aims to:

- Increase/improve program metrics: girls, teens, diversity
- Increase fund development & diversity
- Increase adult engagement: volunteers, donors, board members
- Increase operational efficiencies: clarify staff & board roles, regular meetings & check ins (staff), frequently checking in with strategic plan, improve communications with parents, coaches, board, donors, solidify succession plan for all roles including staff and board positions

Takeaways from breakout sessions:


<p>PROGRAMS /COACHING:</p> <p>Maintain what we are doing now Provide more playing opportunities Come up with a Coach succession plan Do a better job of targeting teens & girls Grow our junior mentor coaching program</p>	<p>OUTREACH:</p> <p>Maintain current partnerships Get back to Laguna Middle School Increase 1 touch outreach Conduct 2 People’s Self Help Housing (PSHH) Sessions</p>
<p>FUNDRAISING:</p> <p>Keeping the Fall & Spring Classic Tourneys Keeping the No-Show Modified Golf Mania Look into FT Awareness Day at our sites Make our tourneys fresh – new ideas Look into Pledge It & Online Auction</p>	<p>BOARD:</p> <p>Business Cards with QR codes Focus on Board Recruiting Staff to help with FT education & storytelling</p>

FTCC Strategic Plan 2023

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 FUNDRAISING

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

Summary Table: \$K, Jan – Dec 2023 (target vs actuals)

	2023 Totals	Events	Grants	Major Donations	Annual Giving	Board/AB	Planned Giving
Target 2023	337	182	90	5	35	25	0
Actual 2023	7.5	1.5	4.4		1.3	.3	0
Actual 2022	335.7	164.9	94.7	4	46.6	25.5	0
2022 % of goal	105	97	100	80	155	128	0

1.0 ACTION PLAN

1.1 Create a Culture of Philanthropy		Person Responsible	Completion Date	Status vs. Plan
1.1.1	Maintain Board support scorecard which tracks give & gets and share at each Board meeting.	Jessani	Ongoing	
1.1.2	Create Tournament Committees for North & South County Golf Tournaments & hold bi weekly planning meetings leading up to each tournament.	Mia / Board	Jan/June	
1.1.3	Speak to our site golf courses about having a FT Awareness Month/week to ask for donations & bring awareness	Mia	Ongoing	
1.1.4	Continue to improve FTCC Donor Stewardship Process.	Jess & Board	Ongoing	
1.1.4.1	Send immediate thank you letters to donors.	Jess & Julia	Ongoing	
1.1.4.2	Create a quarterly Newsletter to let donors know how their contribution has helped. Minimum 2 per year.	Jess	Summer/Fall	
1.1.4.3	Personal phone call from Board members to donors above a certain level./ \$500	Jess & Board	Ongoing	
1.1.4.4	Develop Donor Giving Levels and	Committee/Eric	May/Ongoing	

		Recognition system.			
	1.1.4.5	Continue to recognize contributions & efforts of each board member at meetings.	Jess & Rob	Ongoing	
	1.1.4.6	Offer a FTCC shirt to anyone who donates \$500 or above	Jess	Ongoing	
1.1.5		Create a digital or printed annual report to share with donors.	Jess	Feb/March	
1.1.6		Create a 2023 Marketing Calendar to Submit to FTHQ	Julia/ Jess	April	
1.1.7		Thank Sponsors & Corporate Donors on Social Media	Julia/Mia	Ongoing	

1.2 Each Region develop and execute Special Events to meet fundraising targets (Target =182K) (Actual = 0.6K)		Person Responsible	Completion Date	Status vs. Plan
1.2.1	Non Golf Fundraising (Includes Amazon Smile, Facebook fundraisers, etc.) (Target = 1K) (Actual =0K)	Varies	Ongoing	
1.2.2	No Show Golf Tournament. (Target = 15K) (Actual =0K)	Mia/Jess	April	
1.2.3	Spring Classic Golf Tournament at San Luis Obispo CC. (Target = 45K) (Actual =0K)	Committee/Mia/Jess	April 17	
1.2.4	Fall Classic Golf Tournament at Alisal Ranch Course (Target = 75K) (Actual=0K)	Committee/Mia/Jess	October 16	
1.2.5	Golf Mania (Target 4K) (Actual = 0K)	Mia/Terri/Page/Sheila	Feb-April	
1.2.6	Golf Club Sales. (Target = 2K) (Actual =.6K)	Matt Craddock	Ongoing	
1.2.7	Outside Tournaments. (Target =35K) (Actual =0K)	Terri/Randy	Ongoing	
1.2.8	SLO Junior Tour (Target = 5k) (Actual=0k)	Gary/SeaPines	Ongoing	

1.3 Write grants and monitor results monthly (Target = 90K) (Actual =4.4K)		Person Responsible	Completion Date	Status vs. Plan
1.3.1	Develop and share grant data base including target grants, history, \$, Timing, probability.	Jess	Feb meeting	
1.3.2	Get Board input on potential Grantors via Board connections.	Jess/Board	Ongoing	
1.3.3	Grant writer submit grants.	Joe C./Jess	Ongoing	
1.3.4	Find New Corporate Grants Opportunities: Apply to Dick's, Target, Walmart, Others	Mia/Eric	Ongoing	
1.3.5	Reach out to Clubs for Grant Opportunities (Elks, Lions Etc)	Terri/Billy/Mia/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	Continue to work with Cathy Wagner (HQ) to develop Trustee level donor.	Jess	Ongoing	
1.4.2	Board Continually helps update the List and helps ED & DD make connections	Board/Jess/Mia	Ongoing	
1.4.3	Develop a List of Corporations who might donate or enter teams in our Tournaments.	Board/Jess/Eric/Mia	Ongoing	
1.4.4	Develop wording, let donors know & put on website IRA giving opportunities.	Jess/Aaron	Ongoing	
1.4.5	Board members to arrange meetings for Jess and Mia with prospective donors or board members.	Jess/Mia/Board	Ongoing	

1.5 Continue Annual Giving Program (Target = 35K) (Actual = 1.3K)		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/write donors and thank them.	Jess/Board	Feb	
1.5.2	Board note writing has proven to be very effective. Continue to expand this effort for 2023 Appeal.	Committee	August	
1.5.3	Update donor 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. Each board member to personalize minimum of 20 letters.	Jess/Julia/Board	October	
1.5.6	Evaluate dollar amount needed to maximize Charles Schwab Grant Opportunity & incorporate into Appeal Strategy.	Jess/Committee	August	
1.5.7	Board and Staff to add friends and family to our Appeal List	Board/Staff	August	
1.5.8	Leverage Social Media platforms to Promote Annual Appeal	Julia	October/November/December	

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/Julia/Mia/Board	Ongoing	
1.6.3	Planned Giving information on the website	Jess	By end of year	

1.7 Social Media Strategy		Person Responsible	Completion Date	Status vs. Plan
1.7.1	Increase Twitter Presence	Manny/Julia	Ongoing	
1.7.2	Increase YouTube Channel Presence	Manny/Julia	Ongoing	
1.7.3	Reach out to local colleges to find an intern to help with social media, video content.	Manny/Julia/Jess	Ongoing	
1.7.4	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, 2022 vs. 2023 (target vs actuals)

Program		2022		2023	
		# Schools	# Youth	# Schools	# Youth
FT School Program	Target	55	30,000		
	Actuals	55	28,524		
FT Community Program	Target	8	860		
	Actuals	8	860		
Target Outreach	Target	13	1,300		
	Actuals	4	173		
Grand Totals	Target	76	32,160		
	Actuals	67	29,557		

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 2023. Goal of visiting 1 school per district in 2023.	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	

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	provide one organization for Julia to reach out to for partnering as a community program	Julia/Coaches	Ongoing	
2.3.3	Train after school teachers as needed.	Julia	Ongoing	
2.3.4	Contact School SuperIntendents about possible ASES Partnership	Jess/Julia	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 2023. Report to Julia/Jessani	Lead 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	Manny to re-establish contact with Peoples Self Help Housing about 2023 Program	Manny	Winter 2023	
2.4.6	Manny & Julia to run 2 sessions with PSHH in 2023	Manny/Julia		
2.4.7	Implement Outreach Program with Atascadero Bull Dogs Friday Club.	Darren	Spring 2023	
2.4.8	Implement Outreach Program with Cal Poly Special Needs Group	Darren	Spring 2023	
2.4.9	Reach out to Nike for possible funding for BullDogs & Special Needs Classes	Manny	Spring 2023	

2.5 Re-start Juvenile Justice Program		Person Responsible	Completion Date	Status vs. Plan
2.5.1	Contact Los Prietos to see if they have contact info for a program in SM we may be able to work with.	Jess	Ongoing	
2.5.2	Ask Joe Bush if he has contacts for SM Juvenile Justice Program.	Jess	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 2023 (target vs actuals)

FTCC Program Site	Annual Participant Goal #'s	Actual Participant #'s 2023	Percent to Goal
Santa Barbara Golf Course	128	38	30
Glen Annie Golf Course	48	12	25
Girls Inc (No Fee)	20		
Lompoc YMCA (No Fee)	100		
Buellton/SY YMCA (No Fee)	40		
La Purisima Golf Course	96	16	17
Vandenberg Space Force Base (No Fee)	200		
Santa Maria Country Club	240	61	25
Blacklake Resort Golf Course	256	64	25
Monarch Dunes Golf Course	180	37	21
Sea Pines Golf Course	96	21	22
Morro Bay Golf Course	56	14	25
Laguna Lake Golf Course	192	50	26
Dairy Creek Golf Course	68	17	25
Hunter Ranch Golf Course	104	31	30
River Oaks Golf Course	120	26	22
Mission Club Golf Course	96	14	15
TOTAL	2040	401	20

Middle School Site	Projected Session	Projected #'s	Actual #'s	% to Goal
Carpinteria Middle School	Winter & Spring 2023	250		
La Cumbre Jr High	Fall 2023	250		
Paulding Middle School	Fall 2023	250		
Laguna Middle School	Spring 2023	250		
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 Program Sites 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" % Teen, Female & Diversity		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)	Terri/Julia	Year end	
3.2.3	Acquire and deliver programming at 2 PSHHC Sites	Julia & Manny	Year end	
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) families to follow our Chapter's Social Media Sites.	Board/staff/coaches	Ongoing	
3.3.3	Expand Social Media platforms to include: Twitter, YouTube, Instagram and Tic Toc	Julia, Manny, Intern	Ongoing	
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 new volunteer coach will complete the online ACT program, as provided by PD & HQ	Billy	ongoing	
3.4.3	Send Coaches to National Trainings (as many as budget will allow)	ED/PD	July 2023	
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	July 2023	
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/PD	Ongoing	
3.5.2	If 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 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/Coaches	April/October	

3.6 Registering & Maintaining Teens		Person Responsible	Completion Date	Status vs. Plan
3.6.1	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	
3.6.2	FTCC coaches will offer and encourage experienced Teens the opportunity to "Give Back" as junior mentors at the sites	Lead Coaches	Ongoing	
3.6.3	Propose Chapter Alum Board/Club	Billy	April	

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	Summer	
3.7.2	Acquire Coaches and volunteers to deliver	ED & PD	Summer	

3.8 – Provide Competitive Playing opportunities for FTCC Participants.		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	Jim/Andrew/Terri/Julia	Summer	
3.8.3	Host Year End Holiday Event	Billy/Mia	December	

3.9 – Individual Program Locations will achieve or surpass 2023 Participant Goal Numbers.		Person Responsible	Completion Date	Status vs. Plan
3.9.1	Proper promotion, communication and registration notices for beginning of each session and classes.	FTCC & Coaches	Ongoing	
3.9.2	Coaches develop and deliver their programs to encourage curiosity and retention.	Coaches	Ongoing	
3.9.3	Coaches continuously work on relationship building. Be genuine listeners, be honest and fair, and become mentors.	Coaches	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

4.1 Board Engagement & Education		Person Responsible	Completion Date	Status vs. Plan
4.1.1	Board agendas should be prioritized to make the most of meeting time	ED & Board Chair	Ongoing	
4.1.2	Update Board on status of various efforts at the quarterly and annual meetings	ED and Board Pres.	Ongoing	
4.1.3	Have a variety of voices speaking at each meeting/ on each agenda including committee members and guests.	ED and Board Pres.	Ongoing	
4.1.4	Provide Board with Participant Impact Stories via newsletter, emails and as part of meetings. Board shares these stories with their circle of influence (friends and family).	Chapter staff and Board	Ongoing	
4.1.5	Have junior guests share at meetings	Board Pres. And Board	Ongoing	
4.1.6	Report benchmarking progress at quarterly meetings.	ED and Board Pres.	Ongoing	
4.1.7	Begin meetings with "One Good Thing" discussion to share and highlight the work the board does.	Board	Ongoing	
4.1.8	Board meetings include board education via guest speakers, videos, reading material etc.	ED, Board Chair	Ongoing	
4.1.9	Board engages in social activities outside of formal meetings. Goal of 1 or 2 activities per year.	ED, Board Chair, Board	Ongoing	

4.2 Provide variety of options for fund raising opportunities for Board members		Person Responsible	Completion Date	Status vs. Plan
4.2.1	Board engages in stewardship activities, writing personal thank you notes, emails, phone calls etc	Board members	Ongoing	
4.2.2	Board Members to participate on at least one committee or task force	Board Members	Ongoing	
4.2.3	Board Members to participate in fundraisers for their area including buying and or recruiting foursomes and sponsors for tournaments	Board Members	Ongoing	
4.2.4	Board Members to help solicit auctions items for fundraisers	Board Members	Ongoing	
4.2.5	ED , DD, Board Chair communicates with board	ED/DD/Board	Ongoing	

	members individually, separate from board meetings, to learn from them and help them discover their preferred method of participating in fundraising.			
4.2.6	Board participates in prospecting and donor cultivation activities.	ED, DD, Board	Ongoing	

4.3 Board Recruitment		Person Responsible	Completion Date	Status vs. Plan
4.3.1	Work towards reaching our established goal of having a minimum of 20 engaged Board members.	Board Pres. And Board	Ongoing	
4.3.2	Create a Board Recruitment Committee to meet with prospective new board members	Board Pres. And Cmte Chairs	As needed	
4.3.3	Coaches reach out to select parents and business associates to identify and recruit potential board members and report on their progress	Coaches and PD.	As needed	
4.3.4	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	
4.3.5	ED and Board President follow up on leads provided by staff and other Board members; track progress	ED and Board Pres.	As needed	
4.3.6	Recruitment Committee to come up with/ refine onboarding process & update board handbook	ED/ Board Chair	Aug 2023	
4.3.7	Provide a question on program registration which identifies parents that may be interested in board position.	Jess	Spring 2023	
4.3.8	Meet with new board members individually to answer questions and help educate and match them with board mentors and or introduce them to other board members in their area.	ED/Board Chair	Ongoing	
4.3.9	Board uses a recruitment matrix to assess current makeup and areas of need for recruitment (diversity, skills, etc)	ED/Board	Ongoing	
4.3.10	Board members go through board orientation within first 60 days of joining the board	ED, Board Chair	As Needed	

4.4 Board Oversight/ Evaluation		Person Responsible	Completion Date	Status vs. Plan
4.4.1	Board Annually and in writing reviews ED performance.	Board Chair	Year End	
4.4.2	Board conducts an annual risk assessment of the business	Committee	Ongoing	

4.4.3	Board members sign Board Expectation Worksheet & read/sign required documents (social media guidelines, conflict of interest, risk management policy & gift acceptance policy)	Board Members	Ongoing	
4.4.4	Board conducts an annual assessment to evaluate board culture and functionality.	Board Members	Ongoing	
4.4.5	Board has written position descriptions and succession plan for officers	ED, Board Chair	By Year end	
4.4.6	Board Scorecard is updated & reviewed Quarterly to track board engagement	ED, Board	Quarterly	

4.5 Board Planning		Person Responsible	Completion Date	Status vs. Plan
4.5.1	Board dedicates time to a focused planning meeting annually (Strategic Plan Meeting)	Board, Staff	December	
4.5.2	Board conducts SWOT analysis of the chapter & creates strategic plan accordingly	Board, Staff	December	
4.5.3	Board adopts a culture of diversity, equity & inclusion. Resources are provided to educate board on DEI	ED, Board	Ongoing	
4.5.4	ED & Board Chair have at least one call with HQ DCR to discuss progress towards goals	ED, Board Chair	By year end	
4.5.5	Chapter plan is submitted to FTHQ DCR	ED	Year End	
4.5.6	Board evaluates fundraising effectiveness	DD, Board	December	