

2025 FTCC STRATEGIC PLAN



2025 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 5, 2024 at Santa Maria Country Club. The participants included: Jessani Johnson, Mia Cameron, Rob Moss, Billy Gibbs, Bill Widner, Melissa McDonald, Jim Peterson, Ron Vyse, Ryan Maxwell, Mike Brabenec, Julia Puscheck, Terri Benson and Jacob Cameron.

As a group we went through the following exercises:

- We reviewed our Purpose and Mission
- Reviewed our year (2024 goals & results)
- Victory Circle: what would we love to accomplish in 2025
- SWOT: Strengths, Weaknesses, Opportunities & Threats

We had breakout sessions to discuss Programming & Outreach (primarily coaches) and 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 2025 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.

2024 Year in Review: (as of 12/5/24)

1.0 FUNDRAISING:

We exceeded expectations by 104% raising \$437.5K vs our goal of \$421.8k.

2.0 OUTREACH

We were ONTRACK with our Schools Program reaching 25,829 participants at 57 elementary schools vs our goal of 30,000 at 57 schools and Community Program reaching 860 youth through 8 afterschool sites (100% of our goal) and we fell short in Outreach reaching 15 kids vs our goal of 30.

3.0 PROGRAMMING

We were ONTRACK with Programming at traditional sites reaching 1455 kids vs our goal of 1448 (101%) at 13 Golf Courses. Our No Fee Classes reached 576 kids vs our goal of 450 (128%) in partnership with Girls Inc Carpinteria, Buellton, Santa Ynez and Lompoc YMCA's, Vandenberg Space Force Base and People's Self Help Housing in Guadalupe and SB and PR locations and PAL in Oxnard. We were on-track with our Middle School Program reaching 705 teens at 2 schools vs our goal of 570 teens at 3 schools (124%).

4.0 BOARD GOVERNANCE: We exceeded expectations in the area of Board Donations (\$25k vs our goal of \$25k). We added 2 board members and are currently at 14 total for 2024. We need to work on 100% of our board members fulfilling their give requirement. We

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had 11 of 14 members fulfill their give which is an increase from the previous year where 8 of 15 fulfilled their give. We did amazing with all board members contributing with gets. In total, with gives and gets, the board brought in over \$130k.

Victory Circle:

We imagined ourselves back together again, at the end of 2025, reminiscing about our wildly successful year. The items in the circle are the result of brainstorming what our success would look like.

- Find A Trustee Donor
- Secure a Ventura Site
- Reignite partnership with Boys & Girls Club
- Maximize Charles Schwab Grant Again
- Touch base and have contact with all schools
- Raise our DGR (donor generated revenue)
- Increase partnerships
- Increase corporate sponsorships & commitments
- Extend our reach/ tap into Mens & Womens Golf Groups @ Clubs
- Define our College Scholarship Program
- Secure our relationship with Vineyard Dunes Project
- More No Fee Sites in Distressed areas
- Define our succession plan
- Grow & Diversify our Board
- Rethink our Strategic Plan Meeting
- Grow our jr mentor program – esp in SB area
- Adjust timeline for Annual Appeal Letter for greater response

SWOT: Evaluating Strengths, Weaknesses, Opportunities & Threats

STRENGTHS

Our AMAZING Coaches
Strong, passionate, growing team of board members & Staff
Good weather
Fundraising – Increased revenue
Improved Outreach partnerships
Diversity of courses (esp in north)
Full enrollment at most sites
Good reputation
20+ years as a chapter – stability
Supporting our mission / true to our mission
Amazing retention of staff & coaches

OPPORTUNITIES

Increase Corporate sponsorships/ donors
Increase diversity of coaches, board & participants
Grow in Ventura
Increase social media presence & followers
Increase engagement from “high end” clubs & memberships
Increase Outreach/No Fee Programs
New Lompoc project – Vineyard Dunes Range as possible FTCC hub
Possible Trustee donor in SB
Recruit college students as volunteers for classes, events & fundraising
Create FT on-course playing league, similar to PGA Jr League
Create more revenue opportunities
Increase local business support
Work with mens & ladies golf groups to grow donor database

Tap into our alum for storytelling, leadership, fundraising, coaching

WEAKNESSES

Girls Inc & other partnerships that haven't recovered since Covid
Huge territory to cover for coaches & fundraising
Board vacancies
Lack of Program, Site, & coaches in Ventura
Lack of public awareness – need more storytelling & publicity
Difficulty retaining older participants (teens)
Lack of playing opportunities for advanced kids
Low donor activity in certain areas
Less than optimal relationships with some of our sites/golf courses
Need more volunteers & coaches in some areas (esp in South, Middle School Program)

THREATS

Loss of Charles Schwab Grant revenue (yr 4 of 5)
Inclement weather possibilities
Natural disasters
Recession/poor economy
Staff/coach turnover possibilities
Increased prices for events/fundraising
Environmental & sustainability sentiment about golf in our community
Decrease in places to learn & practice golf in SB /Carp area (Tee Time, Hidden Oaks etc)
Finding/ recruiting new coaches
Reduced access to courses due to closures & change in management

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Lack of strong board committees / position succession plan

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 style="text-align: center;">PROGRAMS /COACHING:</p> <p>Terri & Darren to share best practices on teen retention Julia will do IPO's Julia remain social media coordinator – goal to increase followers by 10% Grow ACE Program awareness Billy as No Fee Program Coordinator Plan Holiday Event for Dec 2025</p>	<p style="text-align: center;">OUTREACH:</p> <p>Take away Target & Outreach from Goals Darren to be School Program Coordinator Billy is No Fee Coordinator Build Teams for No Fee Coaching Manny & Mike – PR Julia, Mia, Jacob – Nipomo Billy & Whitt – SB & Oxnard Page – Goleta & Carp Girls Inc Goal to restart/grow Girls Inc Program</p>
<p style="text-align: center;">FUNDRAISING:</p> <p>Keeping the Fall & Spring Classic Tourneys (Mia) Keeping the No-Show (Jess) & Golf Mania (Mia) Coordinate event with First Tee Awareness Week (May 19th) Create Donor Giving Tiers & recognition (Mia) Continue MD Challenge Course Event (Ron) Create Corporate Giving Flyer (Mia) Focus more on local corporate giving (Bill/Mia)</p>	<p style="text-align: center;">BOARD:</p> <p>Continue Board Recruiting Keep up to date with Board Handbook Rework Board Commitment (meaningful give commitment vs min \$1K give) Build Reserve (goal is to get to 1 year of expenses) Create 5 year plan</p>


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FTCC Strategic Plan 2025

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 eventually have a 100% reserve in its coffers
- 2.0 OUTREACH:** Broaden the reach of FTCC to bring the curriculum to local elementary schools, through the First Tee School Program.
- 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 Chair, 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 2025 (target vs actuals)

	2025 Totals	Events/Fundraisers	Grants	Major Donations	Annual Giving	Board/AB	Investment Income
Target 2025	501	253	135	6	60	39	8
Actual 2025							
Actual 2024	509.9	251	122.6	31.9	62.3	34.6	7.5

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2024 % of goal	118	105	123	532	122	112	750
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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	Manage Tournament Committees for North & South County Golf Tournaments & planning meetings leading up to each tournament.	Mia / Board	Feb/June	
1.1.3	Promote National FT Awareness week 5/19/25	Julia & Team	May	
1.1.4	Continue to improve FTCC Donor Stewardship Process.	Mia/Jess/board	Ongoing	
1.1.4.1	Send immediate thank you letters to donors. (goal is within 7-10 days of donation)	Jess, Mia & Julia	Ongoing	
1.1.4.2	Create a Newsletter to let donors know how their contribution has helped. Minimum 2 per year.	Jess	Summer/Fall	
1.1.4.3	Personal phone call, email or hand written note from Board members to donors above a certain level./ \$50	Jess & Board	Ongoing	
1.1.4.4	Implement Donor Giving Recognition process.	Mia/Executive Team	By year end	
1.1.5	Create a digital or printed annual report to share with donors.	Jess	March	
1.1.6	Reach out to alumni & utilize the FT Alumni network, for help with storytelling, fundraising, and social media posts.	Mia/Jess	Ongoing	

1.2 Each Region develop and execute Special Events to meet fundraising targets (Target =313K) (Actual = 0K)		Person Responsible	Completion Date	Status vs. Plan
1.2.1	Non Golf Fundraising (Includes Facebook fundraisers, etc.) (Target=3K) (Actual =0K)	Varies	Ongoing	
1.2.2	No Show Golf Tournament. (Target = 15K) (Actual =0 K)	Jess/Mia	Spring/Summer	
1.2.3	Spring Classic Golf Tournament at Santa Maria CC. (Target = 62K) (Actual =0K)	Committee/Mia/Jess	May 19	
1.2.4	Fall Classic Golf Tournament at Alisal Ranch Course (Target = 88K) (Actual=0K)	Committee/Mia/Jess	October 20	
1.2.5	Golf Mania (Target 6K) (Actual = 0K)	Mia/Terri/Mike/Board	Feb-April	
1.2.6	Golf Club Sales. (Target = 2K) (Actual =.7K)	Matt Craddock	Ongoing	
1.2.7	Outside Tournaments. (Target =52K) (Actual =0K)	Terri/Randy/Jess	Ongoing	
1.2.8	SLO Junior Tour (Target = 5k) (Actual=0k)	Gary/SeaPines	Ongoing	
1.2.9	Monarch Dunes Challenge Event (Target = 20K) (Actual = 0K)	Ron/Jess/Mia	August 7	
1.2.10	Annual Appeal Letter Fundraiser (Target = 60K) (Actual = 0K)	Jess/Mia/Board	October	

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1.3 Write grants and monitor results monthly (Target = 135K) (Actual =0K)		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/Mia/Board	Ongoing	
1.3.3	Grant writer submit grants.	Jess/Mia	Ongoing	
1.3.5	Reach out to Clubs for Grant Opportunities (Elks, Lions, Rotary Etc) Utilize Board Connections to introduce Staff to Speak at Local Meetings	Terri/Billy/Mia/ Jess	Ongoing	
1.3.6	Update Board at each meeting about status of reaching Schwab Grant eligibility criteria	Jess	Ongoing	

1.4 Develop a Major Donor Program consisting of individual and corporate donors (Target = 6K) (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/Billy	Ongoing	
1.4.2	Board Continually helps update the donor List and helps ED & DD make connections, board initiates meetings, coffee etc to introduce prospective donors and or board members.	Board/Jess/Mia	Ongoing	
1.4.3	Develop a Corporate Giving Plan	Mia	1 st QTR	
1.4.4	Strategically reach out to Ladies & Mens Club Teams to build awareness and increase involvement at Clubs.	Board/Exec Team	Ongoing	
1.4.5	Educate board on QCD Giving (Qualified Charitable Distribution) – get speaker for meeting	Bill/ Jess	By Year End	
1.4.6	Let donors know about Planned Giving through newsletter & all communications sent.	Jess/ Mia/ Team	Ongoing	

1.5 Social Media Strategy		Person Responsible	Completion Date	Status vs. Plan
1.7.1	Maintain & improve current social media platforms: Facebook and Instagram: Goal to increase followers on both platforms by 10%. Currently at 898 (FB) & 922 (Insta)	Julia	Ongoing	
1.7.2	Research adding additional social media platforms (linked in, X, YouTube, Threads)	Mia/Julia	Ongoing	
1.7.3	Use Social media to promote/expand partnerships & fundraising	Julia/Jess	Ongoing	
1.7.4	Acknowledge Sponsors & Corporate Donors on Social Media	Julia/Mia	Ongoing	
1.7.5	Encourage Coaches to take pictures & videos for more Social Media content & to increase engagement & get outside person to travel to sites to get video & posting content (intern, board member, college student, alum)	Team	Ongoing	
1.7.6	Create Marketing Calendar, Monthly meetings to assess goals for the month	Julia, Jess, Mia	Monthly	

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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) Schools and Youth Programs via Target Outreach (our coaches/their facility- 1 touch)

Summary Table: # of schools/participants, 2024 vs. 2025 (target vs actuals)

Program		2024		2025	
		# Schools	# Youth	# Schools	# Youth
FT School Program	Target	57	30,000	57	26,000
	Actuals	57	25,829		
Target Outreach	Target	2	30	2	30
	Actuals	1	15		
Grand Totals	Target	59	30,030	59	26,030
	Actuals	58	25,844		

2.0 ACTION PLAN

2.1 Continue School Plan in current schools		Person Responsible	Completion Date	Status vs. Plan
2.1.1	Train Darren as School Program Coordinator	Jess/Julia/ Darren	1 st QTR	
2.1.2	Continue to communicate with each school, updating & tracking teacher turnover. Attempt contact each school at least 2 times per year, Spring & Fall.	Darren	Ongoing	
2.1.3	Schedule for new teachers to be trained through Salesforce as needed.	Darren	Ongoing	
2.1.4	Order supplemental equipment as needed	Darren	Ongoing	
2.1.5	Schedule & provide coaches for support & in person training as needed	Darren	Ongoing	
2.1.6	Obtain School Program stories, testimonials & pictures and add to our website / include in newsletters	Darren	Ongoing	
2.1.7	Maintain all schools and teacher contacts in Salesforce & update as needed.	Darren	Ongoing	
2.1.8	Enter School Program programming #'s in Salesforce 2 times per year.	Jess	June & Oct	

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2.1.9	Look into adding Middle Schools in SB to school program until we find a new coach to deliver.	Jess	Spring	
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2.2 Continue FT Outreach Program (1 touch)		Person Responsible	Completion Date	Status vs. Plan
2.2.1	Encourage coaches to do outreach events in 2024. Report to Billy&Jessani. Goal=2 outreach events	Lead Coaches	Ongoing	
2.2.2	Enter & track all outreach & No Fee Programs in Salesforce.	Jessani/Julia	Ongoing	

Strategy 3.0 PROGRAMMING (Golf Courses & No Fee Partnerships)

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 2025 (target vs actuals)

FTCC Golf Course Program Sites	2025 Participant Goal #'s	Actual Participant #'s 2025	Percent to Goal
Santa Barbara Golf Course	128		
Glen Annie Golf Course	64		
La Purisima Golf Course	64		
Mission Club Golf Course	80		
Santa Maria Country Club	185		
Blacklake Resort Golf Course	252		
Monarch Dunes Golf Course	90		
Sea Pines Golf Course	88		
Morro Bay Golf Course	64		
Laguna Lake Golf Course	192		
Dairy Creek Golf Course	48		
Hunter Ranch Golf Course	48		
River Oaks Golf Course	112		
TOTAL GREEN GRASS SITES	1415		

FTCC NO FEE Program Sites	2025 Participant Goal #'s	Actual Participant #'s 2025	Percent to Goal
Girls Inc (Carp & Goleta)	50		
YMCA (Lompoc)	100		
YMCA (Buellton/SY)	50		
Vandenberg Space Force Base	200		
People's Self Help Housing (SB, Goleta, Guadalupe & PR)	80		

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PAL (Oxnard)	40		
A-OK After School Program (SB)	80		
Bulldogs (Dairy Creek/SLO)	20		
SM Boys & Girls Club	20		
Carpinteria Middle School	-		
Santa Barbara Junior High	-		
La Cumbre Jr High	-		
Paulding Middle School	250		
Laguna Middle School	-		
TOTAL NO FEE PARTICIPANTS	890		
TOTAL OF ALL PARTICIPANTS	2,305		

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 (focus on program sites that are "struggling" with participant numbers, as well as sites doing exceptionally well for best practices sharing)	Billy	Year end	
3.1.2	(Self Evaluation) IPO to be completed by site's Lead Coach at each Program site annually.	Lead Coach	Year end	
3.1.3	Train new chapter Program Observer to shadow Billy	Billy & Julia	Ongoing	
3.1.4	Submit IPO's to DCR / HQ	Billy	HQ Year End	

3.2 Increase Diversity: % Teen, Female & Diversity		Person Responsible	Completion Date	Status vs. Plan
3.2.1	Schedule and conduct a minimum of 1-2 middle school programs (Paulding & Laguna)	Terri/Julia	Ongoing	
3.2.2	Chapter will offer and conduct a minimum of 2 "Girls Only" events. (Laguna Summer & Girls Inc)	Terri/ Page	Year end	
3.2.3	Deliver programming at 4 PSHH Sites	Billy & Team	Year end	
3.2.4	Deliver Programming at Bulldogs / Special Needs Adaptive Program	Darren	Year End	
3.2.5	Schedule & Deliver 2 sessions at PAL in Oxnard	Whitt & Billy	Year End	
3.2.6	Contact SM Boys & Girls Club & Deliver 1 session	Billy, Jess, Jim P	Year End	
3.2.7	Review Socioeconomic Tool & seek out new partnership in a distressed area we are not currently in.	Billy, Jess	Year End	

3.3 Social Media Awareness of FTCC		Person Responsible	Completion Date	Status vs. Plan
3.3.1	Each site will be represented in social media with video and photos at least 2x per year.	Julia/Lead Coaches	Ongoing	
3.3.2	Encourage (ask) families to follow our Chapter's Social Media Sites. Add to welcome emails from coaches.	Board/staff/coaches	Ongoing	
3.3.3	Expand efforts with current platforms of Instagram and Facebook. Highlighting programs & events and acknowledging partnerships and sponsorships. Goal is to expand awareness, find volunteers & donors and highlight partnerships.	Julia	Ongoing	
3.3.4	Utilize college students (Cal Poly/UCSB) for help with social media, coaching, fundraising, and volunteer efforts.	Mike, Darren, Mia	Ongoing	

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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 needed)	ED/PD	ongoing	
3.4.4	Hold minimum of 1 Level 1 Coach training. Note: Lead coaches should recommend all qualified volunteers for Level 1 coach training	Julia/Darren/Billy	By Year End	
3.4.5	Maintain 100% compliance in Salesforce	Billy/Jess	Ongoing	

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	Schedule & Hold a minimum of 1 Coach Training Refresher for all coaches	Billy/Coaches	2 nd QTR	
3.5.5	PD (& ED when possible) to meet at least 1 time with each lead coach to discuss Good, better, hows	Billy/ Jess	By Year End	

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/PD & Lead Coaches	Ongoing	
3.6.2	FTCC coaches will offer and encourage experienced Teens the opportunity to "Give Back" as junior mentors at their sites. Goal for each lead coach to have 1 JR Mentor	Billy/ Lead Coaches	Ongoing	
3.6.3	Educate all coaches/ sites with 13 & older kids on how to create a junior coach/mentor program – Coaches Darren & Terri to send Best Practices email to all lead coaches	Billy/lead coaches	By year end	
3.6.4	Inform parents of qualified participants, of the ACE program opportunities.	PD/Lead Coaches/HQ	February/ March	
3.6.5	Educate Lead Coaches on the new ACE Program Curriculum.	Billy	February/ March	
3.6.6	Research possibility of adding ACE class via Zoom to our schedule. Implement if appropriate.	Level 3 Coaches	February/ March	
3.6.7	Update Coach Handbook & send to all lead coaches	Billy	1 st QTR	

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 green grass facility – (Saticoy Regional or other)	ED & PD	By year end	
3.7.2	Acquire & train coaches and volunteers to deliver	ED & PD	As needed	
3.7.3	Deliver program for PAL Organization in Oxnard	Billy & Whitt	Spring	
3.7.4	Offer a Level 1 training for PAL Coaches	Billy/Julia	TBD	

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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/Terri	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/Mike	December	
3.9 – Individual Program Locations will maintain or surpass 2025 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. Highly recommend all lead coaches use FT Coach App for updated rosters & communication.	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	
3.9.4	Utilize posters, advertising, school flyers etc to boost numbers for programs that are low in numbers	Billy, Coaches, Jess	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
4.1.2	Update Board Handbook & Deliver to all Members	ED and Board Chair	Feb Mtg	
4.1.3	Have a variety of voices speaking at each meeting/ on each agenda including committee members and guests.	ED and Board Chair	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 minimum of 1 meeting	Billy/Jess	Ongoing	
4.1.6	Report benchmarking progress at meetings.	ED and Board Chair	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 handouts, 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	Board members	Ongoing	

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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 members individually, separate from board meetings, to learn from them and help them discover their preferred method of participating in fundraising.	ED/DD/Board	Ongoing	
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 goal of having/maintaining a minimum of 17 engaged Board members.	Board	Ongoing	
4.3.2	Create a Prospective Board Packet with all useful board documents in one place.	Jess	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	Ongoing	
4.3.5	ED and Board President follow up on leads provided by staff and other Board members.	ED and Board Pres.	As needed	
4.3.6	Recruitment Committee to come up with/ refine onboarding process.	ED/ Board Chair	1 st QTR	
4.3.7	Include a question on program survey sent to parents which identifies parents that may be interested in board position.	Jess	End of Sessions	
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	100% of Board members sign Board Expectation Worksheet & read/sign required documents (social media guidelines, conflict of interest, risk management policy & gift acceptance policy)	Board Members	Feb Meeting	
4.4.4	Board conducts an annual assessment to evaluate board culture and functionality.	Board Members	By Year end	
4.4.5	Board has written position descriptions, has Executive Board positions filled and a 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	
4.4.7	Goal of 100% of board members to fulfill Give requirement as specified on their Board Expectations Document.	ED, Board	By year end	
4.4.8	Increase board meeting attendance. Quorum for every meeting.	Board	quarterly	

2025 FTCC STRATEGIC PLAN

4.5 Board Planning		Person Responsible	Completion Date	Status vs. Plan
4.5.1	Board (or SP Committee) dedicates time to a focused planning meeting annually (Strategic Plan Meeting)	Board, Staff	3 rd QTR	
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	
4.5.7	Vineyard Dunes Task Force continues communications with planners, on Vineyard Dunes Ranch Project in Lompoc. Prepare MOU & get to VDR group.	Staff / Whitt, Eric, Committee	Ongoing	
4.5.8	Plan an EOY Appreciation party/HH for board, staff, coaches & volunteers to celebrate 2025 accomplishments, give awards etc (golf before)	Staff, Board Chair	12/4 or 12/11	