



2014 – 2017 Strategic Plan Executive Summary



Our Vision

The First Tee of Richmond & Chesterfield will strive to be the finest youth character development program in the Richmond metropolitan area, known for high quality learning environments and exceptional recreational instruction through the game of golf.

Our Mission

To positively impact the lives of young people in the Richmond metropolitan area through educational programs that build character, instill life-enhancing values, and promote healthy choices through the game of golf.

Our Culture

The First Tee of Richmond & Chesterfield is based on a culture that promotes The First Tee Nine Core Values of Integrity, Respect, Honesty, Responsibility, Confidence, Perseverance, Sportsmanship, Courtesy, and Judgment. The culture of The First Tee of Richmond & Chesterfield is characterized by its commitment to youth character development and to excellence in sports programming embodied in The First Tee Life Skills Experience and certification process. This commitment has been established through the development of an ethical and caring environment at The First Tee programming sites of Richmond and Chesterfield that promote diversity, individual responsibility, and respect among its participant, staff, coaches, and volunteers.



Leadership Message

Youth serving nonprofit organizations assist and enrich the lives of young people in the Richmond metropolitan area in countless ways – from social services, leadership development, education, health and wellness, civic life and the arts. In order to promote stable operations and strong leadership, successful nonprofits need resources, capable professionals, volunteers and expertise. Our community is best served when nonprofit organizations develop and maintain strong and engaged board leadership, fiscal transparency, well-trained and knowledgeable staff, civic commitment and a strategic pursuit of altruistic missions. We need inspired and skilled leaders and staff that are trained and groomed for the responsibility of meeting society's vital needs.

We are pleased to release this draft of The First Tee of Richmond & Chesterfield's 2014 – 2017 Strategic Plan. This plan will guide us towards our mission: *to positively impact the lives of young people in the Richmond metropolitan area through educational programs that build character, instill life-enhancing values, and promote healthy choices through the game of golf.* The First Tee of Richmond & Chesterfield identified five overarching goals with one “Big Question” in mind: ***How we will maximize the quality and capacity of our Board, Staff, Programs and Facilities to make a lasting impact on the youth of the Richmond metropolitan area.***

We determined that collectively we will:

- **STRENGTHEN** The First Tee of Richmond & Chesterfield's Board of Directors to model leading practices in nonprofit board governance.
- **PROMOTE** The First Tee of Richmond & Chesterfield's brand and programs in the Richmond metropolitan area, inspired by the spirit of our Founders.
- **SUSTAIN** The First Tee of Richmond & Chesterfield through resource development.
- **ACHIEVE** high-quality program offerings and partnerships while adhering to The First Tee Life & Golf Skills Curriculum.
- **OPTIMIZE** The First Tee of Richmond & Chesterfield's operations for greater effectiveness, efficiency and impact.

This plan focuses on the organizational and programmatic direction for helping to create a greater impact on the youth of the Richmond metropolitan area. Participants in our program are children and young adults of all social, economic, ethnic, and gender boundaries. The Life Skills training is having a positive impact on children in ways that result in better grades and improved social maturation all while playing golf. The First Tee graduates mentor other children, give back to the community, and brand The First Tee of Richmond & Chesterfield as a vibrant and enduring program.

The First Tee of Richmond & Chesterfield appreciates the opportunity to serve our community in the many ways that we do. Thank you to our staff, Board of Directors, investors, participants, and community partners for all that you do every single day to make Richmond such a great place to live, work and play.



Our Board of Directors

We have built the kind of organization that attracts dynamic leadership. Our Board of Directors is an engaged group of community leaders who care deeply about the mission of The First Tee of Richmond & Chesterfield. They are well-respected in their fields and in our community and they are engaged extensively across all sectors in the Richmond metropolitan area.

Fred Tattersall, *Board President*, 1607 Capital Partners, Principal

Susan Armstrong, *Board Secretary*, Armstrong Law, Partner

Jason Bass, Harris Williams & Co., Managing Director

Jeffrey Bourne, City of Richmond Public Schools School Board, Board Member

Giff Breed, Pros, Inc., Managing Partner

Michael Crowley, Markel Corporation, President and Co-Chief Operating Officer

Matthew Goodwin, River Group, CEO

Mike Hott, Salisbury Country Club, Director of Golf

Gail Letts, C&F Bank, Richmond Region President and Head of Business Banking

Tuker McNeil, MeadWestvaco, Director of Communications

Todd McFarlane, Greater Richmond Boys & Girls Club, President

Scott Rinaldi, FTI Consulting, Managing Director,

Jay Stegmaier, Chesterfield County, Chief Administrator

Kirk Tattersall, 1607 Capital Partners, Managing Director of Operations & Marketing

Craig Truitt, Community Volunteer

Bobby Ukrop, Ukrop's Home-Style Foods, President/CEO

Michael Walton, Altria, Director of Client Services

Bill Goodwin, CCA Industries, Emeritus

John Luke, MeadWestvaco, President/CEO, Emeritus



Who We Are

More Than a Sports Program for Kids & Teens

The First Tee of Richmond & Chesterfield is a youth development organization introducing the game of golf and its inherent values to young people. Through after school and in school programs, we help shape the lives of young people from all walks of life by reinforcing values like integrity, respect and perseverance through the game of golf. And it's making a difference. Our research-proven programs are having a positive impact on participants, their families and their communities. In addition, former President George W. Bush serves as Honorary Chair. He succeeds his father, former President George H. W. Bush, who served as The First Tee's honorary chair since the organization's inception in 1997 and is now Honorary Chair Emeritus.

By the Numbers

60,000..... Participants reached since 1998
150..... Volunteers actively engaged
21..... Area elementary schools introduced to The First Tee National School Program
2..... Owner operated facilities: The First Tee of Richmond and The First Tee of Chesterfield

What We Do

Healthy and Positive Youth Development Programs

Since 1998, The First Tee of Richmond & Chesterfield has introduced the game of golf and its inherent values to the more than 60,000 young people in the Richmond metropolitan area. On golf courses, in elementary schools and at other youth development organizations, we've helped shape the lives of young people from all walks of life by teaching them values like integrity, respect and perseverance through the game of golf.

In addition to learning fundamentals of the golf swing and the game, our character education and life skills programs help young people prepare for success in high school, college and life.

Our Youth Leadership & Curriculum Focuses on helping youth to:

- *manage emotions*
- *set goals*
- *resolve conflict*
- *introduce themselves*
- *communicate with others*



The First Tee Nine Core Values

- Honesty
- Integrity
- Sportsmanship
- Respect
- Confidence
- Responsibility
- Perseverance
- Judgment
- Courtesy

The First Tee Nine Healthy Habits

- Energy
- Play
- Safety
- Vision
- Mind
- Family
- Friends
- School
- Community

The First Tee Code of Conduct

Respect for Myself

I will dress neatly and wear golf or athletic shoes.

I will always try my best when I play or practice.

I will keep a positive attitude and catch myself doing something right regardless of the outcome.

I will be physically active, eat well, get enough sleep and take care of myself so I can stay healthy.

I will be honest at all times, including when I keep score and if I break a rule.

I will use proper etiquette and maintain my composure even when others may not be watching.

Respect for Others

I will follow all instructions and safety rules.

I will keep up with the pace of play on the golf course.

I will be friendly, courteous and helpful.

I will remain still and quiet while others are playing and have fun without being loud and rowdy.

I will be a good sport toward others whether I win or lose.

Respect for my Surroundings

I will keep the golf course and practice areas clean and in as good or better shape than I found them.

I will clean and take care of my and others' golf equipment.

I will be careful not to damage anything that belongs to others.



Youth Development Research Validation

The First Tee's goal is to provide character education and life skills programs to help young people be successful in school and in life. Independent research confirms that youth development programs delivered through The First Tee's chapters instill life skills and core values in youth participants. Highlights from the study include:

- Participants unanimously identified school as a setting in which they transferred life skills.
- 73% reported high confidence in their ability to do well academically.
- 82% felt confident in their social skills with peers.
- 57% credited The First Tee for their meeting and greeting skills.
- 52% credited the program for their ability to appreciate diversity.



2014 – 2017 Strategic Plan

The 2014 - 2017 Strategic Plan builds on the progress from 2011-2013, a period that saw significant growth in funding, staff and board development, and programmatic excellence. The last comprehensive strategic planning process was undertaken in 2011 as part of the national paradigm shift, specifically, The First Tee Phase IV Strategic Plan. The plan was completed by Executive Director Brent Schneider in collaboration with the Programming Committee comprised of Barry Taylor, Susan Armstrong, Todd McFarland, and Mike Hott. The plan was approved by the full Board of Directors in September 2011. Progress against the plan has been shared annually with the Board via the Phase IV Goal Dashboard.

We believe that we can provide a more dynamic platform for the youth of our community. This idea guides every step The First Tee of Richmond & Chesterfield takes. We also believe that it is our responsibility to be a leader in The First Tee network. The common thread woven across our plan is excellence. Everything we do requires maximum effort and attention to detail in the pursuit of our mission.

The First Tee of Richmond & Chesterfield staff and Board of Directors immersed ourselves in a 6-month strategic planning process intended to yield a multi-year, comprehensive strategic plan while at the same time, building the strategic planning and implementation skills of our leadership team and program staff. The following draft is a high-level summary of the plan.

The First Tee of Richmond & Chesterfield will maximize the quality and capacity of our Board, Staff, Programs and Facilities to help make a life-long impact on the youth of the Richmond metropolitan area.

We will:

- **STRENGTHEN** The First Tee of Richmond & Chesterfield's Board of Directors and model leading practices in nonprofit board governance.
- **PROMOTE** The First Tee of Richmond & Chesterfield's brand and programs throughout the Richmond metropolitan area, inspired by the spirit of our Founders.
- **SUSTAIN** The First Tee of Richmond & Chesterfield's programs and impact through resource development and partnerships.
- **ACHIEVE** consistent delivery of high-quality program offerings while adhering to The First Tee Life & Golf Skills Curriculum.
- **OPTIMIZE** The First Tee of Richmond & Chesterfield's operations for greater effectiveness, efficiency and impact.



STRENGTHEN The First Tee of Richmond & Chesterfield’s Board of Directors and model strong board governance.

Form Executive Committee to strengthen engagement of board leadership

- Form Executive Committee
- Schedule regular meeting to review organizational operations

Increase Board Meeting Participation

- Survey board members about current meeting timing, schedule, location, etc.
- Maximize meeting attendance and participation by revising above, as necessary
- Track board members’ attendance at each meeting (accountability)
- Develop and deliver a board member “report card” to recognize board members for completing “board work” in and between meetings

Establish Performance Management Objectives and Evaluate the Executive Director

- Executive Committee and ED develop list of performance metrics
- Board approves performance plan for Executive Director
- All Board members evaluate performance at end of year
- Executive Committee to determine rating, incentive and compensation increase

Increase board infrastructure and board member engagement led by the Governance Committee

Recruitment and Nominations

- Make Board/LAB recruitment an ongoing process led by the Governance Committee
- Create and utilize a board evaluation to review existing officers and board members, and identify gaps
- Governance Committee to routinely identify potential Board/LAB candidates
- Conduct a self-evaluation of the board and LAB
- Map current board make-up and organizational needs
- Identify key gaps and use to identify and recruit new members

Bylaws

- Review existing bylaws
- Determine if any changes are necessary

Orientation

- Develop a robust onboarding/orientation process for board and LAB members
- Communicate “board expectations” to existing and new members
- Compile a TFT board packet/binder that includes bylaws, contacts, expectations, etc.
- Assign a “buddy” or a mentor for each incoming board/LAB member

Engage Ambassadors to foster long-term commitment to the organization

- Develop a plan to engage former board members, former LAB members, volunteers and others as continuing ambassadors for the cause
- Consider roles such as Annual Fund Chair, Tournament Host, Task Force Leader, etc.

Monitor the strategic direction of the organization

- Develop strategic planning framework
- Create a strategic planning dashboard to ensure progress, tracking, and reporting



PROMOTE The First Tee of Richmond & Chesterfield’s brand and programs throughout the Richmond metropolitan area, inspired by the spirit of our Founders.

Form a Marketing and Communications Committee and develop an annual Plan

- Develop and promote brand awareness
- Unify and increase our social and interactive media outlets to have a cohesive message and schedules
- Internal -- Ensure clear and consistent internal communications. Develop internal communications policies and procedures as part of an operations manual for effective and efficient teamwork and decision-making.
- External - Develop comprehensive communications plan that includes print, social media, video, public speaking and other relevant communications modalities.
- Build a cohesive targeted mission-related campaign that focuses on our three marketing pillars (Participant/Families, Patrons, and Investors)

Create a marketing toolkit that engages internal and external audiences

- Create standard talking points with relevant data and distribute to staff and volunteers
- Ensure all staff, volunteer leadership, and participants can properly communicate what The First Tee is and the need we are filling in the community
- Ensure all collateral marketing materials, such as the annual report and annual giving brochure follow The First Tee brand guidelines and formats
- Develop a one-page document that tells The First Tee of Richmond & Chesterfield “story” for use by ambassadors (board, etc.)
- Include mission, KPIs, program highlights, personal “reasons to get involved”

Ensure that all of The First Tee of Richmond & Chesterfield events align with the strategy screen:

- Support our mission
- Enhance our competitive advantages
- Be financially viable
- Be consistent with our culture
- Meet customer expectations
- Will yield a result that is sustainable
- Provide for appropriate staff capacity
- Allow us to do what we do well and with quality

Attract, hire, and retain a Director of Marketing & Special Events to lead and execute the marketing and events plan



SUSTAIN The First Tee of Richmond & Chesterfield's programs and impact through resource development and partnerships.

Create board-led Resource Development Committees

- Form committees and task forces of the board and volunteers as needed to obtain resource needs
- Communicate regularly with board committee chair(s) and members about work, deadlines, and meeting planning
- Solicit new committee and sub-committee members
- Demonstrate a culture of giving with 100% BOD, LAB, and staff giving. Plan BOD/LAB giving through pledge forms, ask staff at year-end

Implement a comprehensive and sustainable resource development plan

- Analyze results of previous year's efforts and set financial goals for upcoming year
- Update and customize new calendar year plan with input from staff and Development Committee Chairs
- Present annual plan to BOD and LAB at Q1 meetings
- Implement planned, year-long calendar of fundraising activities

Track progress and success of events, donor visits, and donor retention and cultivation/stewardship efforts

- Review target goals and status reached monthly. Share with Development Committee Chairs monthly, committee quarterly
- Debrief all events (Good-Better-How) and share results with relevant staff and committees
- Enter updates in Gift Works after each donor meeting

Monitor capital needs of facilities

- Meet and review maintenance and equipment needs twice yearly, review with Development Committee
- Communicate needs to administrative (development, program) staff.
- Maintain active search for capital funding partners for specific projects. Research funding community for potential donors

Create an endowment for the future sustainability of The First Tee of Richmond & Chesterfield.

- With Development Executive Committees of BOD, formulate endowment investment policy and select firm to manage endowment funds. (Q1 2015)
- Launch silent phase of endowment campaign (40% of goal) (Q1 2015 through Q1 2016)
- With assistance from local and home office experts, include planned giving options for The First Tee of Richmond & Chesterfield
- Public launch of The First Tee of Richmond & Chesterfield Endowment Campaign (Q2 2016)



ACHIEVE consistent delivery of high-quality program offerings while adhering to The First Tee Life & Golf Skills Curriculum.

Ensure the quality and consistency of programming operations

- Create an efficient and effective system both internally and externally for tracking participant numbers per programming classes, outreach, and participant special events
- Create a financial model for the pricing of programs, outreach partners, and all program delivery channels; adjust the financial model as needed
- Develop lesson plan outline to include core values, life skills, and healthy habits for each class level prior to season
- Monitor coach to participant ratios (targeted ratio of 1 to 6 in 2014) and monitor the number of sufficiently trained coaches/volunteers. (Total Life Skills Experience participants / # of coaches = ratio ; ratio should be less than 150)
- Coaches to submit a programming operations and programming delivery best practice to Director of Programming & Outreach/Executive Director quarterly

Increase retention rate of certifying participants

- Monitor enrollment, retention rates, and certification rates
- Coaches to develop an effective plan for a mastery-driven learning environment where participants can learn and apply life skills and golf skills, thereby progressing to higher levels of the Life Skills Experience. (if necessary, break down PLAYer and Par levels into sub-levels)
- Explore programming schedules and need based on the markets served and on network best practices; evaluate weekly, monthly, seasonal programming schedules. Incorporate strategies for grouping participants based on life skill and golf skill ability, age, etc. Create and develop additional participant play opportunities: leagues, teams, participant outings, standing tee times, other

Increase percentage of teens in certifying programs

- Research teen best practices and develop written, tactical action plan to increase teen participation
- Offer special teen only activities, teen classes, and various programming model options for teens (summer camp, after school, evening classes, clinics, etc.) Create dedicated play for “teens only.” Incorporate additional player development into teen levels. Offer as many additional structured golf opportunities as possible – structured play/practice, golf events, leagues, open play days, family events, tournaments, etc.
- Establish communication lines specifically for teens – email, text, and social media, other, based on network best practices
- Develop a strategy for teens to incorporate the value of teamwork and emphasis on the rules and etiquette of golf
- Maximize teen interest and applications to National opportunities/programs



Expand collaborative community partnerships with other youth development organizations

- Develop an outreach action plan for each programming location
- Create strategic target list of potential outreach/program partners. Look for great leadership, brand name, strength, structure, history, collaboration in finding new partners

Improve volunteer tracking, communication, and engagement

- Strengthen recruitment, training, cross-training, and recognition of volunteer base.
- Increase Board participation in TFTRC volunteer network including “Programming Observation” schedule
- Better determine how volunteers can effectively and efficiently serve the chapters’ needs and match volunteer interests and skills with roles and responsibilities. Help volunteers develop First Tee leadership skills and enhance their existing knowledge of programs
- Communicate lesson plans and lesson outline to volunteers prior to class or volunteer activity
- Better retain volunteers through thanks and praise for their contributions and performance; ask them what roles they are most interested in; acknowledge longer tenured volunteers and committed volunteers to ensure higher retention rates as well as focus on placement of volunteers

Enrich utilization of NSP partnerships

- Develop a marketing document outlining how TFTRC Life Skills satisfies many PE standards. This document can then be utilized for promoting NSP, winter outreach, field trips, etc.
- Conduct semester site visits with NSP partners and develop a communication and transition plan for each site. Ensure that the physical education teacher is confident in the delivery of the life skills and core values education
- Develop an NSP transition plan with promotion of programs, communication to schools, targeted grades/schools, etc. Use resources available to develop transition opportunities. Must develop a working relationship with the teachers, principals, and school districts. Set a transition number goal: 12,000 students, focus on 500 and of those 500 students pursue 50 to come to the facility. (for example)
- Schedule outreach events with NSP partners (Champions Days at facilities, Family Days to promote programming, On-site Trainings for Physical Educators at programming locations, Skills Challenge Day to reward NSP students and other activities for transition/garnering interest. (Other ideas include core value student essay contest, bag tags, “Take the Game Outside” campaign, seminars for educators)
- Offer incentives to teachers to get involved/stay involved: free rounds, clinics, giveaways, incorporate them into the transition plan and strategy, offer them the ACT and coach training track, etc.
- Develop comprehensive system/survey/communication tools for measuring NSP success and effectiveness and implement teacher and student testimonials. Complete a year-end status report for NSP and recommend action plans for following year



Evaluate and expand NSP partnerships throughout elementary schools in Richmond metropolitan area

- Continue to “fill” Chesterfield County and Richmond City public school systems by expanding NSP program to all elementary schools that are not currently NSP sites
- Evaluate Henrico County Public Schools and Hanover County Public Schools for potential transition to the existing facilities and/or additional programming locations
- Evaluate other potential NSP partners throughout the RVA community
- As NSP expands throughout RVA, evaluate transition plan needs and the addition of programming locations to support NSP growth

OPTIMIZE The First Tee of Richmond & Chesterfield’s operations for greater effectiveness, efficiency and impact.

Continue to build The First Tee of Richmond & Chesterfield’s internal infrastructure to ensure optimal program effectiveness and operational efficiencies

- **Systems & Controls:** Develop relevant program operations manuals for website administration, event planning, communications, fundraising and operational management policies and procedures.
- **Finance:** Ensure ongoing financial accuracy, transparency, tracking and reporting. .
- **Human Resources:** Attract and retain the most talented nonprofit professionals in the region. Align and track the performance management process and metrics to the strategic plan.
- **Measurement and Evaluation:** Continue to measure our progress and execute on our evaluation framework to better understand our impact, including outputs and outcomes.
- **Facilities:** Ensure appropriate organizational space and materials in order to execute on approved goals and objectives.
- **Risk Management:** Focus on child protection by identifying threats to child safety and well-being.
- **Crisis Management:** Examine ways to promote emergency preparedness and crisis management.
- **Best Practices:** Staff will review and develop update policies and procedures based on best practices. Review and update employee & volunteer background screening procedures