



# Strategic Plan

2018 – 2022

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Mark Collins, *Parent of Participant*                      Michael Crowley, *Past Board Member*  
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Sue Parsons, *The First Tee Home Office*                      Scott Rinaldi, *Board of Directors*  
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Mike Walton, *Board Chair*                                      Emily Weinstein, *VP of Programs*  
Katherine Whitney, *Facilitator – Warren-Whitney*

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## **Strategic Planning Process**

During 2017, a task force that included representatives from The First Tee of Greater Richmond's Board of Directors (Board), Leadership Advisory Board, management, community partners, and other stakeholders developed this strategic plan to provide guidance in establishing priorities and allocating resources over the next five years (through 2022). The planning process included:

1. Interviews with representatives from:
  - The Board
  - Management and Staff
  - Participants
  - Donors
  - Community Partners
  - The First Tee Home Office
  - The First Tee National School Program
2. Two planning sessions with the full task force to:
  - Develop a SWOT (strengths, weaknesses, opportunities and threats) analysis,
  - Review the mission statement,
  - Discuss the vision for the organization, and
  - Identify the key focus areas for the planning cycle.
3. Meetings to build out the five (5) key focus areas.
4. Meetings with management to shape the plan.

## The First Tee Background

The First Tee of Greater Richmond serves a unique role in our community; we are a golf organization that serves thousands of patrons annually, promotes sport and sportsmanship throughout the region, and is a leader in advancing the game of golf. However, our primary business is developing young people to reach their full potential. We are a multi-faceted youth and family resource that partners with schools and community organizations/agencies to provide a golf and life skill experience.

Founded in 1998, The First Tee of Greater Richmond has implemented a proven model of positive youth development that has a lasting impact in the lives of our participants. We work with young people from all walks of life by teaching our Nine Core Values and Nine Healthy Habits through the game of golf.

Backed by a strong national organization that drives research and program development, The First Tee of Greater Richmond's impactful program offerings were formed by experts in the areas of youth development, sports psychology, and golf.

To confirm the success of the program, The First Tee home office commissioned several independent studies to evaluate the long-term results of the program. A summary of the findings follows:

“Results from an independent, longitudinal study of participants in The First Tee Life Skills Experience, which is delivered through The First Tee chapters by trained coaches, confirmed what experts in these arenas are seeing. Students found that they were able to stay positive when frustrated with homework, to set goals to get better grades and to look for solutions to problems with peers. In the same study, 73% reported high confidence in their ability to do well academically and 82% felt confident in their social skills with peers because of their involvement in The First Tee.<sup>1</sup>”

“As further evidence, a recent study<sup>2</sup> revealed 84% of teens and 85% of alumni credit the program for helping them be a better student in school. Ninety-one percent of alumni engaged in community service while in The First Tee, and 72% still do (compared to 22% of youth aged 16-24).<sup>3</sup>”

“In an independent case study of one Midwestern school district delivering The First Tee National School Program<sup>4</sup>, teachers reported seeing in their students improved socialization skills, increased interest in the game of golf and positive experiences for students who do not usually excel in physical education. Teachers also identified improved teaching methodologies, a framework for integrating core values into their non-golf activities and parental excitement about the program.”

<sup>1</sup> *Longitudinal Effects of a Life Skills Education Program on Positive Youth Development*, University of Minnesota, 2005-2008

<sup>2</sup> *A Lasting Impact: The First Tee's Role in Fostering Positive Youth Development* Springfield College Center for Youth Development & Research, 2015

<sup>3</sup> 2014 survey, U.S. Dept. of Labor: <http://www.bls.gov/news.release/volun.nr0.htm>

<sup>4</sup> *The First Tee National School Program: A Closer Look 2012*

**Current Operations**

The First Tee of Greater Richmond enters this planning period with a strong foundation both programmatically and financially.

The following metrics give an indication of program success.

	2014	2015	2016	2017
<b>Life Skills Participants</b>	575	990	1268	1022
<b>Non-Caucasian Participants</b>	67%	55%	48%	36%
<b>Female Participants</b>	37%	32%	35%	38%
<b>Retention</b>	17%	28%	36%	TBD
<b>Progression</b>	2%	26%	23%	TBD
<b>NSP Students</b>	13,000	18,730	41,151	71,222

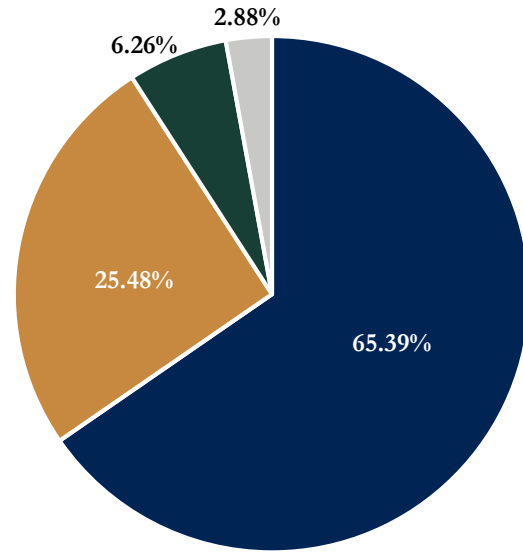
The Elson Redmond Memorial Driving Range (our downtown Richmond Facility) re-opened in October 2017, after extensive renovations that provide a state-of-the-art facility for our Life Skills Experience programs. The facility also provides patrons a six-hole course within minutes of downtown Richmond.

The Tattersall Youth Development Center at The First Tee Chesterfield Golf Course provides similar facilities south of the river.

## Financials

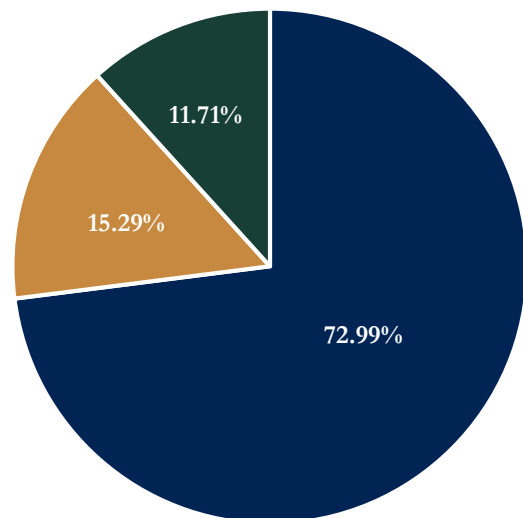
### 2016 Revenue

- General Contributions & Grants
- Golf Course Earned Income (greens fees, cart rentals, pro shop, driving range, lessons, misc. income)
- Special Events
- Program Fees



### 2016 Expenses

- Program Services
- Management & General
- Fundraising



## Statement of Activities for the Year Ended December 31, 2016

	Unrestricted	Temporarily Restricted	Total
Revenue and support			
General contributions	\$763,026	\$702,745	\$1,465,771
Grants	-	100,000	100,000
Program revenue			
Green fees	280,065	-	280,065
Cart rental	113,158	-	113,158
Pro shop	47,619	-	47,619
Golf tournament	149,860	-	149,860
Driving range	156,495	-	156,495
Certification programs	68,850	-	68,850
Lessons	3,178	-	3,178
Miscellaneous income	9,539	-	9,539
Total revenue and support	1,591,790	802,745	2,394,535
Net assets released from restriction	389,553	(389,553)	-
Expenses			
Program services	1,390,944	-	1,390,944
Management and general	291,436	-	291,436
Fundraising	223,195	-	223,195
Total expenses	1,905,575	-	1,905,575
Change in net assets	75,768	413,192	488,960
Net assets, beginning of year	2,180,574	1,422,471	3,603,045
Net assets, end of year	2,256,342	1,835,663	4,092,005



## Current Position in the Community

The First Tee of Greater Richmond partners with many youth development organizations to introduce children to our Nine Core Values and to the game of golf. Through the National Schools Program, we provide equipment, training and curriculum for physical education teachers in 127 elementary schools in the City of Richmond and the counties of Chesterfield, Henrico and Hanover.

Character development for youth is our top priority, yet our programs and facilities offer a great deal more to the Greater Richmond community. The First Tee of Greater Richmond strengthens our community by supporting:

- Education – Studies have shown that our programming helps participants perform better in school.
- Workforce Preparation – The life skills we teach are increasingly important in job success.
- A Healthy Community – Our foundation for teaching is an active, outdoor environment.
- Social Stability – Our participants have the opportunity to become friends with their peers from across the community, regardless of race or level of income.
- A Quality Place to Live – Our facilities are accessible to adults as well as youth, providing convenient golf and social opportunities



# Strategic Direction

## Overview

### Vision

To strengthen the character of our community.

### Mission

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.

### Core Values

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

### Strategies

#### Programs & Participants

We will maximize participation, retention and progression for The First Tee of Greater Richmond's Life Skills Experience program and generate a return on investment in the National School Program.

#### Role in the Community

We will increase community awareness of The First Tee of Greater Richmond as a youth development organization that promotes values through junior golf and serves as a bridge-builder for authentic collaboration in Central Virginia.

#### Facilities

We will expand The First Tee of Greater Richmond's facility footprint in line with our growth goals.

#### Sustainable Funding

We will enhance the financial sustainability of The First Tee of Greater Richmond.

#### Leadership

We will enhance our leadership framework to ensure a focused, mission-driven, and disciplined Board of Directors and management team.

## Vision, Mission, and Core Values

Our vision for The First Tee of Greater Richmond is that:

Our programs will strengthen the character of our community.

As a member of The First Tee network of youth development programs, the mission of The First Tee of Greater Richmond 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.

The program is appropriate for any young person regardless of race, ethnicity or income. The top priority is to teach life skills that will help participants become responsible and successful (by their definition) adults. Golf is the vehicle for teaching, and we are pleased that some of the participants become passionate and skilled golfers.

The First Tee programs bring the community together as participants, coaches, mentors, volunteers, and patrons. Our vision is that The First Tee Nine Core Values become a part of the lives of everyone involved thereby strengthening the character of our community. Our core values drive our behaviors. They are:

<b>Honesty</b>
The quality or state of being truthful; not deceptive
<b>Integrity</b>
Strict adherence to a standard of value or conduct; personal honesty and independence
<b>Sportsmanship</b>
Observing the rules of play and winning or losing with grace
<b>Respect</b>
To feel or show deferential regard for; esteem
<b>Confidence</b>
Reliance or trust; a feeling of self-assurance
<b>Responsibility</b>
Accounting for one's actions; dependable
<b>Perseverance</b>
To persist in an idea, purpose or task despite obstacles
<b>Courtesy</b>
Considerate behavior toward others; a polite remark or gesture
<b>Judgment</b>
The ability to make a decision or form an opinion; a decision reached after consideration

The longitudinal research completed by The First Tee's home office has shown that these core values have lasting, positive effects on participants.

## Key Focus Areas

The First Tee of Greater Richmond has identified five priorities for this planning period. They are:

- Programs and Participants
- Our Role in the Community
- Facilities
- Sustainable Funding
- Leadership

Each priority has a stated goal along with strategies and action steps that support achieving the goal. To drive progress in these areas, we will seek to be innovative, inclusive, and data-driven in everything we do.



**Programs and Participants**

**Goal: Maximize participation, retention and progression for The First Tee of Greater Richmond’s Life Skills Experience program and generate a return on investment in the National School Program.**

Working with The First Tee home office, we have set aggressive goals that include increasing the number of participants in the Life Skills Experience program, retaining participants in the programs longer, and helping participants progress through different levels (Player, Par, Birdie, Eagle, Ace) that begin with the basics and become more advanced in both character development and the game of golf. In addition to participation, retention, and progression metrics, we have set goals for inclusion based on gender, ethnicity and income.

We will complete the roll-out of the National School Program so that every elementary school student in our territory (est. 77,500 by 2022) receives at least 4 units of physical education instruction based on The First Tee curriculum annually. We seek to transition many of these children to our Life Skills Experience program either at one of our facilities or at a course-partner near them. Our scholarship program helps ensure that any child, regardless of income, can participate.

Following the requests of current participants, we will enable them to spend more time on the course, compete in more events if they wish, and take part in national programs available through The First Tee. We will implement tracking software and will establish benchmarks and track results to guide our efforts.

Our increased focus on our staffing strategy will provide quality coaches, volunteers and mentors to support the programs.

**Sample of Key Metrics:**

	2017 (est.)	2022 goal
<b>Life Skills Participants</b>	1022	2000
<b>Scholarship</b>	307	600
<b>Non Caucasian</b>	419	900
<b>Female</b>	388	800
<b>National Schools Program</b>	71,222	77,500

## **Role in Our Community**

**Goal: Increase community awareness of The First Tee of Greater Richmond as a youth development organization that promotes values through junior golf and serves as a bridge-builder for authentic collaboration in Central Virginia.**

There are many youth development programs in Central Virginia, and The First Tee of Greater Richmond has already developed partnerships with several. Our focus going forward will be on deepening the relationships with organizations that align with our mission and values. We will begin by developing a profile of significant youth development programs available and clarifying our role in strengthening and complementing those programs.

Working with the leaders of other youth development programs, we will engage in conversations and initiatives that help make youth development in the region more effective. Increased marketing and communication will enable us to make the broader community aware of these initiatives as well as our role in youth development.



## Facilities

**Goal: Expand The First Tee of Greater Richmond’s facility footprint in line with our growth goals.**

The First Tee of Greater Richmond currently operates two facilities, The Elson Redmond Memorial Driving Range on School Street near downtown Richmond, and the Tattersall Youth Development Center in Chesterfield. The map on page 15 shows these two facilities as well as the location of the elementary schools in the National School Program and other public and private courses in the area.

During this planning period, we will maintain our two facilities cost-effectively through informed and thoughtful decision-making regarding expenses and innovative approaches to increase patrons’ use of the facilities. We will track metrics that help develop pricing models, “membership plans” and other amenities that make the courses attractive to patrons.

At the same time, we will pursue course-partnerships with public and private courses that make our Life Skills Experience programs accessible to more children. We will start with a pilot program of course-partners based on location and interest in The First Tee programs.



- Future NSP Schools
- Current NSP Schools
- Private Golf Courses
- Public Golf Courses
- ★ The First Tee of Greater Richmond Facilities

### Hanover

<b>TOTAL POPULATION</b>	99,883
<b>TFT POPULATION UNDER 18</b>	25.0%
<b>TFT POPULATION PPP</b>	19,473
<b>CAUCASIAN</b>	85.5%
<b>AFRICAN AMERICAN</b>	9.6%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.5%
<b>HISPANIC OR LATINO</b>	2.3%
<b>MULTI</b>	1.5%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.1%

### Goochland

<b>TOTAL POPULATION</b>	21,717
<b>TFT POPULATION UNDER 18</b>	20.3%
<b>TFT POPULATION PPP</b>	3,388
<b>CAUCASIAN</b>	76.4%
<b>AFRICAN AMERICAN</b>	17.7%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.3%
<b>HISPANIC OR LATINO</b>	2.4%
<b>MULTI</b>	1.4%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.0%

### Powhatan

<b>TOTAL POPULATION</b>	25,046
<b>TFT POPULATION UNDER 18</b>	23.1%
<b>TFT POPULATION PPP</b>	5,048
<b>CAUCASIAN</b>	82.8%
<b>AFRICAN AMERICAN</b>	12.8%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.3%
<b>HISPANIC OR LATINO</b>	2.0%
<b>MULTI</b>	1.2%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.0%

### Chesterfield

<b>TOTAL POPULATION</b>	316,236
<b>TFT POPULATION UNDER 18</b>	28.1%
<b>TFT POPULATION PPP</b>	62,633
<b>CAUCASIAN</b>	65.4%
<b>AFRICAN AMERICAN</b>	22.7%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.6%
<b>HISPANIC OR LATINO</b>	7.4%
<b>MULTI</b>	2.4%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.1%

### Petersburg

<b>TOTAL POPULATION</b>	32,420
<b>TFT POPULATION UNDER 18</b>	20.7%
<b>CAUCASIAN</b>	15.1%
<b>AFRICAN AMERICAN</b>	78.6%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.3%
<b>HISPANIC OR LATINO</b>	3.8%
<b>MULTI</b>	1.8%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.1%

### Richmond City

<b>TOTAL POPULATION</b>	204,214
<b>TFT POPULATION UNDER 18</b>	18.6%
<b>TFT POPULATION PPP</b>	25,318
<b>CAUCASIAN</b>	39.1%
<b>AFRICAN AMERICAN</b>	50.6%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.3%
<b>HISPANIC OR LATINO</b>	6.3%
<b>MULTI</b>	2.3%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.1%

### Henrico

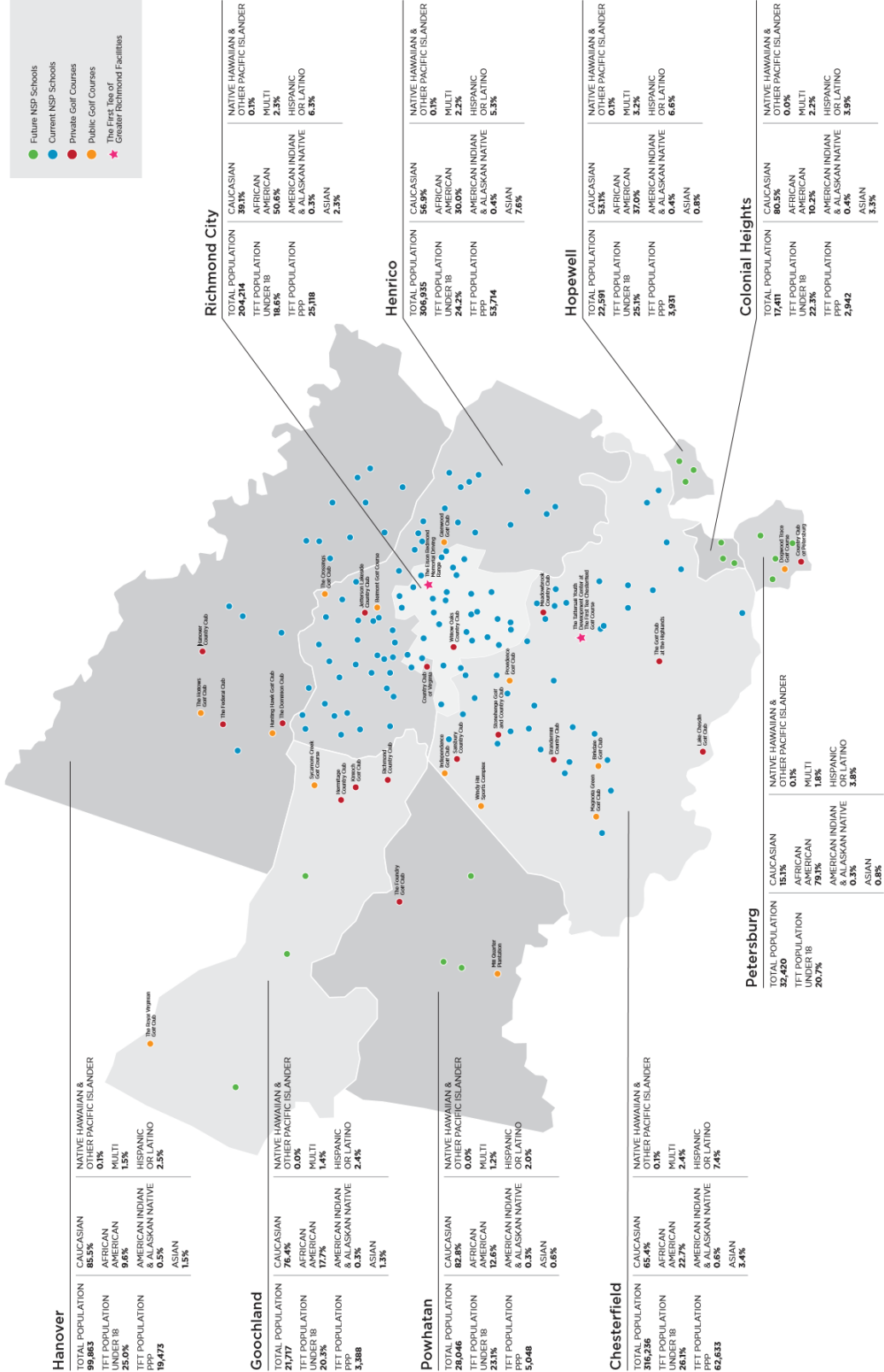
<b>TOTAL POPULATION</b>	306,935
<b>TFT POPULATION UNDER 18</b>	24.2%
<b>TFT POPULATION PPP</b>	53,714
<b>CAUCASIAN</b>	36.3%
<b>AFRICAN AMERICAN</b>	30.0%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.4%
<b>HISPANIC OR LATINO</b>	5.3%
<b>MULTI</b>	2.2%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.1%

### Hopewell

<b>TOTAL POPULATION</b>	22,591
<b>TFT POPULATION UNDER 18</b>	25.1%
<b>TFT POPULATION PPP</b>	3,951
<b>CAUCASIAN</b>	53.1%
<b>AFRICAN AMERICAN</b>	37.0%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.4%
<b>HISPANIC OR LATINO</b>	6.6%
<b>MULTI</b>	3.2%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.1%

### Colonial Heights

<b>TOTAL POPULATION</b>	17,411
<b>TFT POPULATION UNDER 18</b>	22.3%
<b>TFT POPULATION PPP</b>	2,942
<b>CAUCASIAN</b>	60.5%
<b>AFRICAN AMERICAN</b>	10.2%
<b>AMERICAN INDIAN &amp; ALASKAN NATIVE</b>	0.4%
<b>HISPANIC OR LATINO</b>	3.9%
<b>MULTI</b>	2.2%
<b>NATIVE HAWAIIAN &amp; OTHER PACIFIC ISLANDER</b>	0.0%





## Sustainable Funding

**Goal: Enhance the financial sustainability of The First Tee of Greater Richmond.**

Growth requires additional funds. For the last 20 years, The First Tee of Greater Richmond has received significant donations from an extremely dedicated and generous group of funders. In recent years, our number of donors has increased, and it must continue to do so. At the same time, our financial planning must become more sophisticated.

In addition to budgeting and funding an annual operating fund, we will build a reserve fund that is in line with best practices for financial management of nonprofits. We will also create five-year rolling capital budgets.

As we strengthen our culture of philanthropy throughout the organization, we will develop and follow annual fund development plans and will enable the CEO to allocate more time to his responsibilities for fund development.



## **Leadership**

**Goal: Enhance the leadership framework to ensure a focused, mission-driven, and disciplined Board of Directors and management team.**

The First Tee of Greater Richmond has successfully transitioned from the founders' Board to the second generation of Board members and to a professional management team. That evolution must continue to increase the impact the organization has in youth development.

At the Board level, a regular assessment of skills needed, continuous potential Board member cultivation and officer succession planning will provide a strong framework for Board development. The Leadership Advisory Board will become an integral part of fund development and the leadership pipeline.

At the management and staff level, the organization expects to add three senior, skilled positions over the next five years to help deliver on this strategic plan. These positions will support a robust coaching training program and continue developing a talented, versatile management team to support the CEO.