

GAME CHANGERS

2022-2025 STRATEGIC PLAN



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.

OUR FOCUS



THRIVING YOUTH PARTICIPANTS

We will enhance our life-changing, evidence-based programs where youth participants belong and thrive.

SUCCESS INDICATORS: Life skills, retention, robust pipeline, expanded program offerings, first-class facilities



IMPACTFUL GOLF OPERATIONS

We will ensure that our facilities provide positive experiences for participants and guests, generate revenue to support our work, and create awareness for course visitors of our impact.

SUCCESS INDICATORS: Accessibility, community building, events, first-class facilities



SUSTAINABLE ORGANIZATION

We will continue to cultivate financial resources and develop personnel to enable our organization to grow and thrive.

SUCCESS INDICATORS: Financial stability, professional growth, community leadership



EMPOWERED PARTNERS AND VOLUNTEERS

We will strengthen our community ties by deepening our relationships with our partner organizations and volunteers.

SUCCESS INDICATORS: Increased collaboration and impact, rewarding volunteer and partner experiences

OUR GAME PLAN

We believe **every kid** deserves the chance to **build inner strength** before the world demands it, to **find the joy** that comes with feeling **confident in their own skin**, and to access experiences and spaces where **personal growth** happens.

We are **deepening our commitment** to instilling **strong values** in our youth that **empower them to succeed**.

Our **first-class facilities** and courses are **accessible and welcoming** to our community and we remain committed to **attracting and retaining staff and coaches** that are **mission focused and representative** of the youth that we aim to serve.

Our **commitment to inclusion, diversity, equity, and accessibility** (IDEA) influences every decision we make. IDEA is **not a project, program or series of events**, but an **expression of who we are** and an intentional process to fulfill our mission.



ROLE MODELS

We exemplify the values that we hope to instill in each other and our community.



OPEN AND ENGAGING

We remain an inclusive welcoming community leader and ensure that our facilities and programming are accessible to all.



EMPOWERING

We support individual and organizational growth to increase our impact.



COMMUNITY

We foster a sense of mutual support and respect.



INNOVATION

Driven by a desire for excellence, we look ahead and continue to strive to find new ways to improve our programs, facilities, and the way we work together.

OUR CORE VALUES



GAMECHANGERS: THE VISION FOR THE FIRST TEE OF GREATER RICHMOND

CURRENT POSITION

CHALLENGES AND OPPORTUNITIES

General

- Increase clarity around our mission
- Increase community awareness of who we are and what we do

Programs and Participants

- Reset goals with respect to participants
- Elevate focus on diversity, equity, inclusion and access
- Become a recognized leader in out of school time efforts in our region
- Alleviate transportation barriers
- Assess the National Schools Program for relevancy

Operations

- Fully incorporate Belmont into our organization and address the challenges presented by operating three golf courses

Management

- Focus on leadership development and succession planning
- Continue financial stability and evaluate new revenue sources
- Improve data collection and analysis

CORE VALUES

Role Models – We will each serve as role models for the values we hope to see in each other and our community. We will be good stewards of all that is entrusted to us and will approach our responsibilities through a servanthood lens that lifts others up. We will own our integrity.

Open and Engaging - We are inclusive and our facilities/resources are accessible to the community. We work to make our participants, patrons, volunteers and staff feel welcomed, comfortable and part of the First Tee Greater Richmond community.

Empowering – We support individual and organizational growth to increase our impact. We expect individuals to be accountable for their actions and to fulfill their commitments to the best of their ability.

Community – We will foster a community of mutual support and respect and will be active participants in strengthening our broader community.

Innovation– Driven by a desire for excellence, we will look ahead to find new ways to improve our programs, our facilities, and the way we work together.

VISION AND MISSION

Our vision is ***to strengthen the character of our community.***

Our mission is ***to impact the lives of young people by providing educational programs that build character, instill life-enhancing values, and promote healthy choices through the game of golf.***

SUCCESS INDICATORS

WHAT DOES SUCCESS LOOK LIKE?

For Participants – Life skills, retention, robust pipeline, camps, first-class facilities

For Patrons – Accessibility, community building, events, first-class facilities

For Partners – Collaboration and impact

For Volunteers – A rewarding experience that supports our youth and community

For the Organization – Financial stability, professional growth, prioritized inclusion, diversity, equity and accessibility (IDEA)

STRATEGY

Our first-class facilities provide an unusual opportunity to advance our mission. Our courses will remain accessible and welcoming to our community; our programs will instill strong values in our youth that will empower them to succeed. We will provide opportunities for our employees to grow professionally.

Our commitment to inclusion, diversity, equity, and accessibility (IDEA) is a lens that will influence our culture and every decision we make. It will have a positive impact on participants, patrons, partners, employees and ultimately our community. IDEA is not a project, program or series of events, but an expression of who we are and an intentional process to ensure that our mission is fulfilled.

FOCUS AREAS

PARTICIPANTS

Enhance life-changing, evidence-based programs where participants belong and thrive.

- **Programs.** Offer evidence-based programs that engage participants in developing values, skills and friendships.
- **Coaches.** Attract mission-minded coaches and volunteers who become role models and mentors for participants.
- **Pipeline and Retention.** Increase the number of participants in the Life Skills Program.
- **Assessment.** Evaluate our impact.

GOLF OPERATIONS

Manage our golf operations to provide a positive experience for participants and patrons, generate revenue to support our mission, and increase awareness of our impact within the community.

- **Partnerships.** Provide innovative offerings, partnerships and events that support our mission and vision.
- **Revenue.** Enhance our revenue-producing programs and assets.
- **Data-driven Decisions.** Increase the depth of our planning related to golf operations through the use of data, key performance indicators (KPIs) and trend analyses.
- **Environmentally Sustainable.** Integrate best practices regarding environmental issues into decision making.
- **Staff Development.** Create staff development tracks to support career opportunities for young people in the golf industry.

ORGANIZATIONAL RESOURCES

Continue to develop the financial and human capacity and capabilities for our organization to grow and thrive.

- **Culture.** Align our internal culture with the inclusive, character-driven community we are trying to build: *Live our core values.*
- **Professional Development.** Provide a platform where each person can develop professionally to his/her full potential.
- **Marketing.** Increase awareness of our work through multi-faceted communications that tell our stories from multiple viewpoints and through multiple channels.
- **Board Development.** Continually evolve board experience and engagement.
- **Revenue Streams.** Develop predictable and diverse revenue streams.
- **Financial Management.** Connect operational decisions and fiscal planning to ensure long-term sustainability.

PARTICIPANTS

Enhance life-changing, evidence-based programs where participants belong and thrive.

- **Programs.** Offer evidence-based programs that engage participants in developing values, skills and friendships.
 - Transition our curriculum to align with the new, age-based curriculum developed by First Tee's national headquarters (HQ).
 - Explore partnerships that support our mission of character development.
 - Create a scholarship program that provides access to continuing opportunities that support our mission.
 - Communicate our approach and goals to parents, guardians and youth leaders to help them understand and engage in our mission.
- **Coaches.** Attract mission-minded coaches and volunteers who become role models and mentors for participants.
 - Recruit coaches who have lived experiences that enable them to connect with participants.
 - Provide regular training for coaches and volunteers.
 - Conduct peer assessments of coaches to ensure alignment with First Tee expectations.
 - Retain coaches through recognition and connection with our organizational network.
- **Pipeline and Retention.** Increase the number of participants in the Life Skills Experience (LSE) Program.
 - Increase awareness of First Tee, targeting parents who are not specifically looking for golf programs.
 - Evaluate continuation / increase the effectiveness of the First Tee Schools Program.
 - Increase and deepen partnerships with organizations that align with our mission.
 - Help participants develop relationships within the First Tee network that give them a feeling of belonging so they stay engaged into/through high school.
 - Foster a platform for advanced/older participants to give back to the First Tee organization.
- **Assessment.** Evaluate our impact.
 - Develop a scorecard with key metrics.
 - Create portraits of successful participants, coaches, alumni, etc.
 - Maintain connectivity with First Tee alumni.
 - Collect feedback from participants, parents, coaches, etc.
 - Use our assessment data to develop best practices and drive continuous improvement.

GOLF OPERATIONS

Manage our golf operations to provide a positive experience for participants and patrons, generate revenue to support our mission, and increase awareness of our impact within the community.

- **Partnerships.** Provide innovative offerings, partnerships and events that support our mission and vision.
 - Strengthen and increase relationships with other business and community organizations.
 - Develop events that support the mission/vision and increase awareness and/or earned revenue (e.g., HBCU event)
 - Develop relationships with secondary and higher ed golf teams that support the mission.
 - Become the “home courses” for leagues that support our mission and vision.
- **Revenue.** Enhance our revenue-producing programs and assets. (Note: In 2022, 65% of budget is in earned revenue from facilities)
 - Optimize revenue based on net capacity at each course . (Total capacity – program commitment – events = Net capacity)
 - Increase pro shop sales and gross margin.
- **Data-driven Decisions.** Increase the depth of our planning related to golf operations through the use of data, KPIs and trend analysis.
 - Implement new strategies based on an understanding of patron rounds and events and their impact on revenue and expenses for each course.
 - Develop standards for turf management and maintenance, including best practices around environmental decisions and capital investment.
 - Optimize a master plan that informs capital investment.
- **Environmentally Sustainable.** Integrate best practices regarding environmental issues into decision making.
 - Maintain superior turf conditions that represent agreed-upon standards by using best practices for environmentally-friendly approaches in all aspects of our facilities.
 - Explore innovative best practices that promote sustainability and protect the Earth.
 - Integrate environmentally-friendly initiatives into all operations.
- **Staff Development.** Create staff development tracks to support career opportunities for our team entering the golf industry.
 - Explore partnerships with higher education and industry leaders to support workforce development in the golf industry.
 - Provide early career opportunities for program participants.

ORGANIZATIONAL RESOURCES

Continue to develop the financial and human capacity and capabilities for our organization grow and thrive.

- **Culture.** Align our internal culture with the inclusive, character-driven community we are trying to build: *Live our core values.*
 - Build our core values into our processes, including hiring, onboarding, and performance reviews.
 - Celebrate and recognize when people are demonstrating core values.
- **Professional Development.** Provide a platform where each person can develop professionally to his/her full potential.
 - Provide professional development opportunities to every person (through goal-setting, mentoring, educational opportunities, etc.)
 - Develop a succession plan for every department lead position.
 - Work toward continuous improvement in teambuilding, communications, and role definitions.
- **Marketing.** Increase awareness of our work through multi-faceted communications that tell our stories from multiple viewpoints and through multiple channels.
 - Create opportunities for both internal and external stakeholders to carry our messaging and brands.
 - Tell compelling stories about alumni and members of our organization.
 - Grow current audiences and evolve how we connect with patrons, parents and participants.
 - Continue media outreach to tell the story of our organization and facilities; be our own content creators when appropriate.
 - Work to create compelling events that drive current and new audiences to our facilities.
- **Board Development.** Continually evolve board experience and engagement.
 - Engage in ongoing board development, including recruiting, onboarding, documenting processes, and providing opportunities for deep discussions among Board and leadership team.
 - Provide structured opportunities for Board members to visit the golf facilities and interact with staff, participants and patrons.
 - Evolve role of leadership advisory board (LAB) and create deeper connections to the board.
- **Revenue Streams.** Develop predictable and diverse revenue streams.
 - Increase resources within the fund development function.
 - Cultivate multi-pronged relationships with major donors.
 - Develop fee-for-service streams from community partners, patrons and participants.
 - Transition to new donor database for better administration of fund development records and documentation.

- ***Financial Management.*** Connect operational decisions and fiscal planning to ensure long-term sustainability.
 - Develop best practice approaches for financial planning, oversight, and risk management.
 - Develop policies and processes for capital planning, strategic reserves.