



# **Strategic Plan 2026–2028 For Partners and Funders**

**Building Game Changers**

# Executive Summary

First Tee - Greater San Antonio (FTGSA) stands at a moment of unique opportunity. With a permanent home, passionate staff and coaches, and a strong record of serving 1,500 youth annually through life skills programming plus 31,000 students through school and community partnerships, we have built a foundation for transformational impact. This three-year strategic plan charts our path to deepen that impact through intentional and sustainable growth.

## **Quality-Focused Growth Approach:**

First Tee seeks to increase overall participation by strengthening retention and participant tenure. Over four months, we engaged 220+ stakeholders who confirmed that we must increase overall engagement and retention by expanding our programming increasing program expansion while and building capacity for sustainable growth.

We have adopted a goal to increase overall retention from 41% to 50% by 2028, with a focus on teen, since our 14+ teen programming provides some of the highest impact opportunities to create community and youth development.

## **Five Strategic Priorities**

Improved facilities, stronger coaching pathways, and enhanced teen programming will improve experience for all ages, enabling sustainable participant growth through retention and program excellence. Specifically, over next 3 years, First Tee will:

- **Strengthen Participant & Coach Engagement:** Launch skill-based classes, formalize junior coach program creating teen leadership pathways, advance 75% of coaches through higher certifications, and implement recognition programs that celebrate achievement.
- **Develop Facility Infrastructure & Access:** Secure permanent golf course access, either through partnerships or building a short course, install weather protection for year-round programming, and create family gathering spaces that enhances the experience at First Tee.
- **Build Financial Sustainability:** Diversify revenue streams to ensure long-term organization sustainability.
- **Strengthen Internal Capacity & Operations:** Define clear staff roles and KPIs, implement data systems to track and measure impact, and improve technology platforms.
- **Enhance Community Presence and Marketing:** Attract new participants, boost recognition and awareness if First Tee while improving how First Tee's communicates their life skills value proposition.

This plan honors our commitment to accessible, high-quality youth development. It reflects stakeholder voices and positions us to keep more youth engaged from elementary through high school. This is a commitment to deepen our impact in Greater San Antonio, one young person at a time.



# Our Impact

First Tee - Greater San Antonio has been a cornerstone of youth development in our community for over 25 years, operating out of its centrally-located home on Mulberry, with programming at several additional locations throughout Greater San Antonio.

Over the years, we have:

- **Served over 430,000** young people through our life skills programming
- Established partnerships with several school & community organizations, (i.e. SAISD, Boys & Girls Club, Kinetic Kids), **reaching 33,000** students annually
- Maintained our commitment to accessibility - **subsidizing 70%** of programming costs and never turning away a child due to financial need
- Operate a **driving range** that **serves both our participants, program, and the broader community**
- Created a **model program** that **outperforms** our peers in key national metrics and recognized for **exceptional coaching** and **transformational impact**



# Mission & Vision

*First Tee Greater San Antonio's Mission and Vision serve as foundational elements of the organization's strategic path forward. These statements define the impact the organization aims to achieve and set expectations and operating standards for stakeholders. The work described in the following strategic plan supports a commitment to these three components.*

## OUR MISSION

To enable kids to build the strength of character that empowers them through a lifetime of experiences and challenges through the game of golf.

## OUR VISION

A community where every young person has the opportunity to develop strong character, life skills, and a love for golf that prepares them for success in life.

## OUR 3 YEAR STRATEGIC PRIORITIES

Participant and  
Coach  
Engagement

Facility  
Infrastructure and  
Access

Financial  
Sustainability

Internal  
Capacity and  
Operations

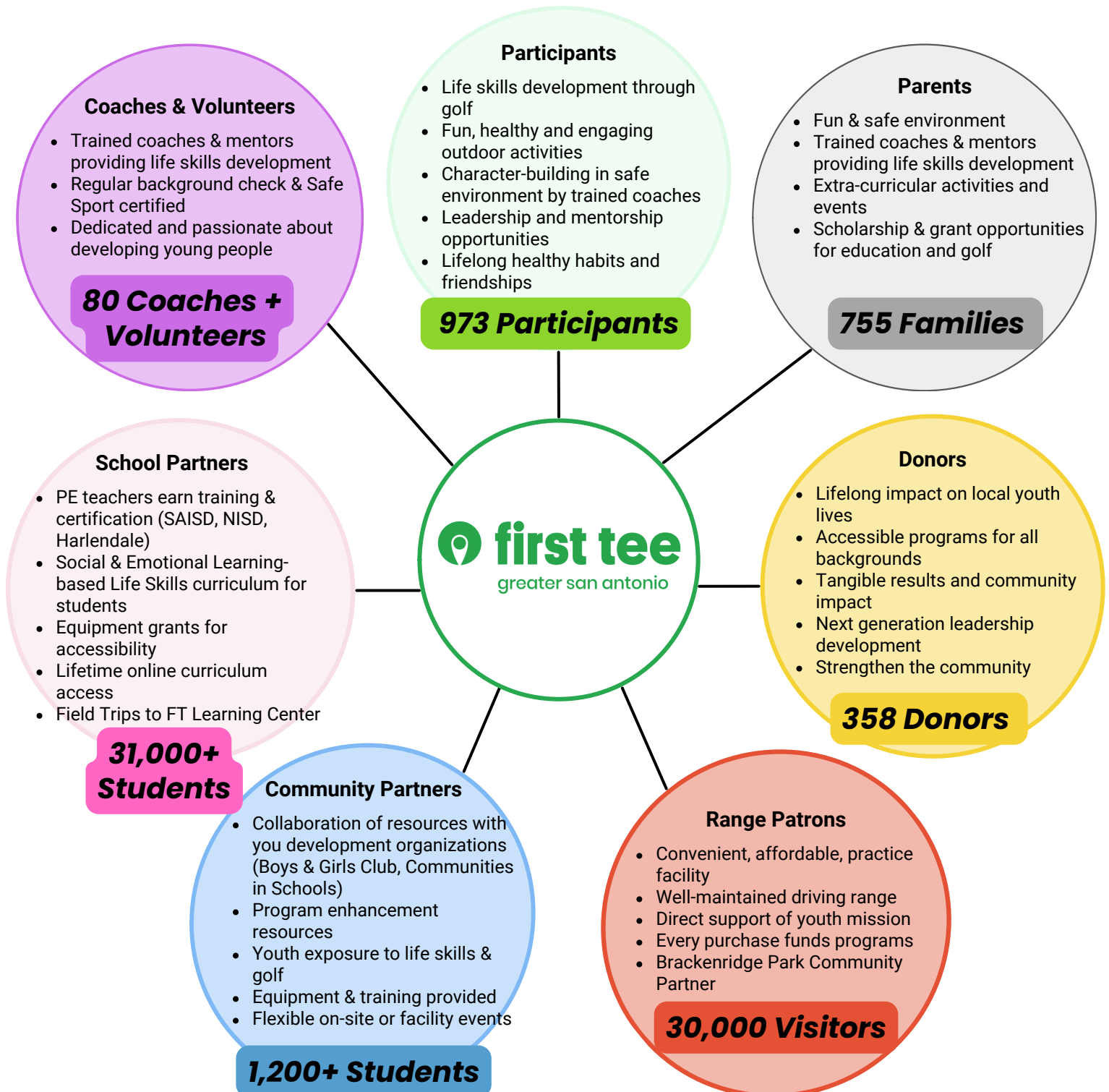
Marketing and  
Community  
Presence



# Our Community

## How First Tee Greater San Antonio Creates Value

We serve 33,000 youth annually through life skills programming that uses golf as a vehicle for character development. Our work creates distinct value for every stakeholder in our community, from the families we serve directly to the partners, donors, and patrons who make our mission possible.





# Strategic Priorities



# Strategic Plan & Priorities

To realize our vision, we have defined organizational goals supported by strategic priorities to accomplish over the next three years. The priorities describe categories of work that will support First Tee Greater San Antonio's progress toward its strategic direction. Advancing these priorities will help FTGSA amplify its impact and achieve measurable success by the end of 2028.

## ULTIMATE SOCIAL IMPACT

### From the First Tee to the Board Room

We envision a lifelong journey for every child who starts at FTGSA, fostering character, confidence, and resiliency by developing life and leadership skills that empower them to one day inspire and contribute to their community. By nurturing their potential from the first swing to the boardroom, we are cultivating generations of game changers who lead with integrity, serve with purpose, and leave a lasting impact.

## THREE YEAR STRATEGIC PLAN VISION

### Building Growth, Access, and Excellence — One Swing at a Time

Over the next three years, FTGSA will deepen participant and coach engagement, enhance facility offerings, remove barriers to access, and deliver best-in-class programming.

The three metrics that will have the most significant impact over the next three years include increasing **engagement to 50%**, raising **participant tenure to 28%**, and strengthening **annual retention to 50%** by 2028. These targets position FTGSA to achieve **#1 status within our peer group** while ensuring that more young people and families are meaningfully involved in our programs (*see the complete measurement framework following*).

## OUR STRATEGIC PRIORITIES

### Participant and Coach Engagement

Implement targeted strategies and coaching development programs to improve engagement across all age groups and strengthen program delivery.

### Facility Infrastructure and Access

Develop comprehensive facility improvements and partnerships to address core retention barriers and support year-round programming.

### Financial Sustainability


Build and maintain diversified revenue streams to ensure long-term organizational sustainability.

### Internal Capacity and Operations

Strengthen organizational infrastructure and data-driven operations to support sustainable growth and maintain program quality.

### Marketing and Community Presence

Enhance visibility and community engagement to better communicate First Tee's life skills value proposition and attract new participants.



# Measuring Success



# Measuring Success

To track progress toward our organizational goals and strategic priorities, we have established clear metrics aligned with First Tee Network benchmarking data. FTGSA currently ranks among the highest-performing chapters in peer group W-2, and these targets reflect the team's commitment to achieving #1 status while maintaining quality-focused growth.

Metrics	Current (2025)	Network Average	Peer Group Rank	2028 Target
<b>Engagement Rate</b> # of youth ages 12+ who participate/register for 2+ programs in a calendar year	41.90%	25.90%	#4 of 13	50%
<b>Participant Tenure Rate</b> # of youth who have been actively involved for 3+ years in the program	20.50%	17.60%	#6 of 13	28%
<b>Teen Retention</b> Measures % of youth who actively participate in First Tee programs in the previous years (12+) and returned for the current year	58.20%	17.60%	#3 of 13	60%
<b>Annual Retention</b> Measures the % of youth who participated in programs the previous year, and returned for the current year	41.90%	33.90%	#5 of 13	50%
<b># of Unique Participants</b> Based only on Life Skills programming (does not include Schools & Community)	973	868	#6 of 13	1295

Targets to be finalized by leadership during implementation planning.

#1-2
 #3-4
 #5-6

## STRATEGIC PRIORITY MEASURES OF SUCCESS

Participant and Coach Engagement	<ul style="list-style-type: none"> <li>Coach retention rate</li> <li>Coaches advancing certification levels</li> <li>Adult-to-participant program participation ratio</li> </ul>
Facility Infrastructure and Access	<ul style="list-style-type: none"> <li>Increased on-course opportunities and access (# of events available)</li> <li>Launch the Master Plan to accommodate on-course access and inclement weather conditions</li> </ul>
Financial Sustainability	<ul style="list-style-type: none"> <li>Sustain a 7% year-over-year operating revenue growth throughout the life of the plan</li> <li>Maintain diversified revenue streams across earned income, contributions, events, and grants</li> <li>Increase donor retention rate year over year through enhanced engagement and stewardship strategies</li> <li>Develop and implement a comprehensive case for support that articulates organizational impact and funding priorities</li> </ul>
Internal Capacity and Operations	<ul style="list-style-type: none"> <li>All staff have clear role descriptions, performance expectations, and professional development plans</li> <li>Utilize digital platforms that enhance communication efficiency and engagement across staff, volunteers, families, and donors.</li> <li>Evaluate performance in staff, coach, and parent satisfaction through bi-annual surveys and feedback loops.</li> <li>Maintain or increase board diversity (gender, race, industry, golf professionals, alumni) and engagement by providing annual training and engagement activities.</li> </ul>
Marketing and Community Presence	<ul style="list-style-type: none"> <li>Increase awareness of the value of First Tee among new and current families</li> <li>New participant acquisition by referral source</li> <li>Expand School and community partnerships (# of K-12 partnerships)</li> <li>Digital engagement metrics (social media, website traffic)</li> </ul>