



SUCCESS IS PAR FOR THE COURSE

PRO KIDS

The First Tee®
San Diego



Strategic Plan
2015-2020

Refreshed February 2018

Presented to Pro Kids | The First Tee of San Diego
Board of Directors - 2018

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revised again February 2018

Dear Friend,

February 2018

As your CEO at Pro Kids | The First Tee of San Diego, it is an absolute honor to lead and steward our mission to challenge underserved youth to excel in life by promoting character development, life skills, and values through education and the game of golf.

In 2015, our organization undertook the extensive and purposeful step to create a new Strategic Plan. This plan has helped shape the impact and direction of the organization, helping provide in-depth and targeted change for youth in communities of need, including expanding into our Oceanside campus. There is so much of which you can be proud because of the action inspired by this plan, as well as the position of strength in which we now find ourselves.

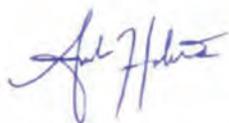
Following more than a year of analysis, interviews, and gaining a better understanding of how the Pro Kids program model and mission can continue to be its best, I am pleased to share our "Success is Par for the Course" Strategic Plan Refresh 2020. This document provides insight and excitement for our evolution moving forward, building off of the success of our past and embracing the opportunities of the future.

While I encourage you to enjoy our Refresh 2020 in full, here are our top 8 priorities:

- **Simplify Our Message**
- **Create Easy Entry & Long-Term Commitment**
- **Build Bridges for 21st Century Success**
- **Engage Schools & Community Partnerships**
- **Seek Sustainability & Environmental Responsibility**
- **Strengthen through Diversity & Inclusion**
- **Lead the First Tee Movement**
- **Focus on Transformational Impact**

I invite you to continue engaging as we do even more for our Pro Kids. You may reach me at 619-582-7884 or aholets@prokidsonline.org.

In service and gratitude,



Andrew Holets
Chief Executive Officer
Pro Kids | The First Tee of San Diego



The Internal Revenue Service has made a determination that the Pro Kids Golf Academy, Inc. is a qualified Charitable Organization under Internal Revenue Code Section 501(c)(3).
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Mission, Vision, Values

Pro Kids' mission, vision, and values form the core of our Strategic Plan.

OUR PURPOSE: Pro Kids' mission is to challenge underserved youth to excel in life by promoting character development, life skills, and values through education and the game of golf.

OUR VISION: We aim to be a leader in providing opportunity and hope to kids facing academic and social challenges through positive life-changing experiences.

OUR BELIEFS: We explore our future with three guiding principles in mind:

- To stay true to our mission and founder's vision
- To deliver programming that is relevant, effective, and inspiring in a safe environment
- To address real needs in the communities we serve across San Diego County

Our "Words to Live By" embody the principles and life skills we hope Pro Kids members will use on the golf course, in the classroom, and throughout life. They guide our every action and underpin our strategic planning process.

HONESTY

FORGIVENESS

INTEGRITY

PATIENCE

HUMILITY

RESPONSIBILITY

LOYALTY

BRAVERY

RESPECT

COMMITMENT

SPORTSMANSHIP

REVERENCE

KINDNESS

COURTESY

ACCOUNTABILITY

FORTITUDE

DISCIPLINE

CONFIDENCE

TEAM VALUES STATEMENT (FORMED IN SPRING 2017)

Pro Kids | The First Tee of San Diego is a committed community of excellence through our shared values of:

- PERPETUAL GROWTH
- INTEGRITY
- BUILDING COMMUNITY
- GOOD STEWARDSHIP
- COMPASSIONATE COMMUNICATION
- EMBRACING CHALLENGE



PRO KIDS



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SUCCESS IS PAR FOR THE COURSE

Our Impact

PRO KIDS | THE FIRST TEE OF SAN DIEGO

Pro Kids' mission is to challenge underserved youth to excel in life by promoting character development, life skills, and values through education and the game of golf. Through a unique set of programs that combine sport, study, and service, we provide youth grades 2 - 12 with equitable access to opportunities that will set them on the path to success in adulthood, with support and scholarship service for program alumni. Since 1994, we have seen over 20,000 kids transform through the values intrinsic to the game of golf—honesty, confidence, and respect.

PROGRAM HIGHLIGHTS

Golf and Life Skills is the foundation of Pro Kids programming. We integrate on-course golf instruction with life skills curriculum designed by our national partner, The First Tee, based on a seven-level advancement structure, with integrated scholastic requirements such as sharing report cards and service hours. **In 2017, we served over 1,100 kids, and 62% of members improved one level or more in the golf and life skills program.**

The Academy – an offering for Pro Kids members in need of more consistent, frequent and in-depth support in an afterschool setting. We offer five-days-per-week access for additional golf & life skills instruction, homework and academic tutoring, experience-enhancing workshops, and community service growth opportunities. Academic curriculum integrates golf with Science, Technology, Engineering and Mathematics (STEM) concepts in an effort to stimulate higher interest in STEM subject fields and career possibilities, as well as improve literacy abilities. With a minimum of at least Level 2 certification, Pro Kids members may apply for Academy participation via parent, family, teacher, staff or mentor recommendation. The Academy program is designed to engage and retain Pro Kids' more at-risk members, allowing for highest program impact. Academy participation is tracked by grade level from elementary school through high school.

High School Track System – with the growth of our teenage population, we renovated our program offerings for high school students to include more than our traditional golf and life skills programming, and in late 2017, began offering our track system, which gives kids the opportunity to participate in an 8-week hands-on project with local business and community leaders. We offer project tracks in competitive golf, engineering, and business based on student interest. These projects help the students form a deeper connection to the surrounding community and take initiative in planning and executing events, while thinking about their future career. We hope to utilize this program and our boys and girls mentoring groups to **grow our teenage membership by 15% in 2018.**

College and Career Readiness – Our credentialed staff and trained volunteers provide teens with academic tutoring, SAT preparation, access to technology, college tours, vocational field trips, and résumé writing, study skills, and financial aid workshops to help them graduate with a plan for what's next. Community connections aid with internships and career placement.

Scholarships – the culmination of this work is a scholarship program that has helped many of our members become the first in their families to pursue higher education. **In the 2017-2018 year we had 48 Pro Kids scholars, including three graduate students with nine new scholars awarded a total of \$134,500 in scholarship funds. 42% of students are first-generation college students and 58 % of recipients are of the highest need** (based on Estimated Family Contribution). Since the Pro Kids Scholarship program began in 1999, nearly 250 Pro Kids members have received direct higher education financial aid, totaling over \$2.1 million.

Pro Kids offers a comprehensive and continuous course of opportunities to youth across San Diego County.

- **Average weekly attendance: 3.25 days per week (2 days per week required)**
- **71% improved one letter grade or maintained a B average in math and literacy**
- **62% leveled up in golf**
- **87% reported enthusiasm for and increased interest in S.T.E.M. activities**
- **86% of parents are in regular contact with teams leaders**
- **90% of parents report students know what they want to do after high school**

CORE VALUES & WORDS TO LIVE BY:

Why is golf different from other sports?

Players learn values like honesty and responsibility by calling penalties on themselves and reporting their own score. By participating in Pro Kids | The First Tee of San Diego, youth are introduced to Nine Core Values and 18 Words to Live By which are incorporated throughout the program.

More Than A Game

- **85% of alumni say The First Tee helped them become a better student.**
- **91% of alumni while in The First Tee engaged in community service**
- **96% of teens in our program say their golf skills have improved**
- **90% of our alumni consider themselves lifelong golfers.**
- **80% of teens and alumni say The First Tee helped them become a better student.**

At Pro Kids, kids and teens are learning to play golf along with life lessons and leadership skills. And it's making a difference. Our programs are positively impacting youth, their families and their communities. Our program aims to get young people ready for life's challenges. The longer teens and alumni stayed in the program, the more they reported improvement in their:

- interpersonal skills
- managing emotions
- goal-setting
- resilience

Who can play?

Pro Kids offers group lessons to youth up to age 18 regardless of background or previous experience. Our coaches are trained to make kids feel comfortable and assure they have a positive, non-intimidating experience. All we ask is young people come with an open mind and positive attitude.

Where are we located?

Pro Kids City Heights – Colina Park
4085 52nd Street
San Diego, CA 92105
(619) 582-7884

Pro Kids Oceanside
821 Douglas Drive
Oceanside, CA 92058
(760) 547-8566

EMPOWERING YOUTH OVER TIME



MEMBERSHIP TO PRO KIDS | THE FIRST TEE OF SAN DIEGO:

Pro Kids offers year-round membership to youth as young as 7 years old. Membership is accessible, and offers the full range of golf & life skills programming, with potential for additional access and resources in the Pro Kids Academy program, again at no additional cost. Membership fees can be waived under the following circumstances:

- Youth is enrolled at a Provision 2 or Title I school
- Military: Parent/guardian is an active or retired member of the United States military
- Special circumstance: Family may submit letter regarding financial or special circumstance preventing ability to pay

Pro Kids promises to never turn away a youth from membership because of financial barrier.

Seasonal and Summer Camp programming are offered for additional rates.

SUCCESS IS PAR FOR THE COURSE

PRO KIDS | The First Tee
San Diego

ON THE COURSE

Founding

Pro Kids is founded by Ernie Wright in City Heights- "Golf is the hook; education is the payoff".

1994



Pro Kids acts as the inspiration for The First Tee National program founded in 1997 and San Diego becomes the first chapter.



Programs

There are 1,013 active Pro Kids members ages 7-17. 75% of kids attend at no cost to their family.

1,013

active members



PGA certified instructors teach golf class using our 18 words to live by including honesty, respect, and patience. Members join at any time throughout the year and start at Level 1. They earn points for golf equipment and time on the course through participation in Pro Kids programs and volunteering.

18

words to live by

Golf & Life Skills

Golf and Life skills is core to the Pro Kids mission to challenge underserved youth to excel through character development, life skills, education, and the game of golf. We use golf to help teach kids to have respect for themselves, others, and their community. In a usual week, a Pro Kid member will check-in with their academic teacher, work on homework, and attend golf class. Classes are offered year-round, 6 days a week.



"Success in this game depends less on strength of body than strength of mind and character."

- Arnold Palmer

The Academy

Our Oceanside location launched The Academy in 2015 with programming focused on STEM curriculum tied to golf.

OFF THE COURSE

71

Percent of kids who improved one letter grade/maintained a B in math and literacy in 2017



College & Career Readiness

Pro Kids members have access to a variety of academic tutoring, SAT prep, college tours, vocational field trips, and financial aid workshops to help them plan for life after high school graduation.

226

Pro Kids scholars since 1999

www.thefirstteesandiego.org



Scholarships

Since 1999, 226 Pro Kids have received over 2.2 million dollars in scholarships. Scholars volunteered a total of 1,200 hours in 2017, coaching and mentoring younger Pro Kids members.



@prokidsgolf



@prokidsfirstteesd



@pro_kids



PRO KIDS



EDUCATION | CHARACTER DEVELOPMENT | LEADERSHIP



SUCCESS IS PAR FOR THE COURSE

Our Prioritized Themes

Pro Kids | The First Tee of San Diego is committed to realizing the goals and objectives of our Strategic Plan. In order to do so, we will focus on the following themes:

SIMPLIFY OUR MESSAGE

CREATE EASY ENTRY & LONG-TERM COMMITMENT

BUILD BRIDGES FOR 21ST CENTURY SUCCESS

ENGAGE SCHOOLS & COMMUNITY PARTNERSHIPS

SEEK SUSTAINABILITY & ENVIRONMENTAL RESPONSIBILITY

STRENGTHEN THROUGH DIVERSITY & INCLUSION

LEAD THE FIRST TEE MOVEMENT

FOCUS ON TRANSFORMATIONAL IMPACT

SIMPLIFY OUR MESSAGE

As a nearly quarter-century old organization, we remain dedicated to the words of our mission. This game-changing mixture of education, life skills and golf encourage our organization to strive to meet emerging community challenges, and Pro Kids has been agile and wise enough to evolve and include refined and improved program offerings. With that agility, we will always work to create consistent and inviting messaging, whether an intended audience of youth, parents, families, community leaders, volunteers, staff or supporters.

We will engage and leverage contacts in local and national media, spotlighting our program's success and strength through both data-driven impact and dynamic storytelling. We will do so with thoughtful acknowledgment of our diverse audiences. We will utilize emerging trends in social media, with consistent and values-driven branding of education, golf, youth and FUN via Facebook, Instagram & Twitter. Our marketing team and committee will create annual Marketing Plans that incorporate goals and themes of our Strategic Plan. Because of this, we want to clearly communicate what it is to be a Pro Kid, and help youth, families, communities, volunteers, media, foundations and

supporters understand the transformative impact of our mission. The Pro Kids program is offered at a high standard of excellence, and this standard runs through all aspects of our organization. This commitment is best stated with our guiding tagline:

SUCCESS IS PAR FOR THE COURSE

CREATE EASY ENTRY & LONG-TERM COMMITMENT

Pro Kids offers group lessons to youth up to age 18 regardless of background or previous experience. Membership for Pro Kids will remain accessible and open to all youth. Members may select their financial ability-based membership fee, with full fee waivers made readily available for qualifying households (Attendance at Provision 2 School, Free or Reduced Lunch Program, Active/Veteran Military Status). Members are provided with weekly golf & life skills classes, academic assistance time, and field trips opportunities. All members begin as Level 1 members, participating in golf & life skills classes and Learning Center academic support, and progress through the program through our Pro Kids certification process. As Pro Kids members grow older, new and more pertinent resources can

become available. Middle-school age youth (Levels 3+) may participate in our PGA Junior League team, a competitive grouping of Pro Kids members from Oceanside and City Heights campuses. High schoolers can participate in College & Career programming, and Level 5+ high-school age youth can take part in the Track System (diagram on page 13), allowing specialized program services focused on:

1. Competitive Golf
2. Business, Networking & Golf
3. Engineering & Sciences

BUILD BRIDGES FOR 21ST CENTURY SUCCESS

As Pro Kids members grow older, new and more pertinent resources can become available. Pro Kids wishes to retain, engage and challenge youth to excel, and our pipeline of programming reflects this intent. Middle-school age youth (Levels 3+) may participate in our PGA Junior League team, a competitive grouping of Pro Kids members from Oceanside and City Heights campuses.

What Is PGA Junior League?

PGA Jr. League brings family and friends together around fun, team golf experiences with expert coaching from PGA and LPGA Professionals. Pro Kids middle-school age members Level 3+ can participate on two teams of twelve, with teams based in City Heights and Oceanside campuses. This program offers competitive outlets and skill building for interested youth. Pro Kids teams compete against other area PGA Junior League teams across Southern California.

The High School Track System

The next step for Pro Kids Academy members High schoolers can participate in College & Career programming, and Level 5+ high school age youth can take part in the Track System, allowing specialized program services focused on:

1. Competitive Golf
2. Business, Networking & Golf
3. Engineering & Sciences

Competitive Golf – offers additional and focused support for Pro Kids youth interested in focusing their golf game through high school, college or beyond. These members can gain additional support on and off the golf course from Pro Kids golf staff to bring their game to their best.

Business, Networking & Golf – offers project-based support to build networking and social skills for high school-age youth. Projects can include marketing, community service, internships and more, with the hope to create something lasting at Pro Kids or the surrounding community. Pro Kids staff and volunteers can leverage its business network of leaders to offer employment and educational experiences to participating Pro Kids youth.

Engineering & Sciences – offers more in-depth and robust learning opportunities for interested Pro Kids youth in Science, Technology, Engineering and Mathematics. This project-based track encourages youth to create programming or lessons based on STEM-curriculum, creating a pipeline to local higher education or career pathways connections within the STEM field.

Girls Mentoring Committee – provides monthly activities for growth of character, life skills, networking and golf game through small group mentorship experiences between adult volunteers and Pro Kids girls members. Includes social gatherings, field trips and golf outings to larger golf courses. Program culminates with annual Women’s Golf Tournament at Colina Park in December.

Boys Mentoring Committee – “The Gentlemen’s Guild” - provides monthly activities for growth of character, life skills, networking and golf game through small group mentorship experiences between adult volunteers and Pro Kids boys members.

ENGAGE SCHOOLS & COMMUNITY PARTNERSHIPS

Achieving our vision will be impossible without key collaboration with others who have complementary areas of expertise and access. Pro Kids will have to conduct itself in a highly professional, nimble, and innovative manner. We will have to seize the greater San Diego’s attention, energize neighborhoods and appeal to the media because these practices will become the engines of our message and its execution. We will develop ways to radically improve the quality of life and pathway to success for our San Diego youth. If we truly want to challenge all youth – with emphasis on underserved youth – to excel, we need to recognize both the magnitude and timeline of what will be required to do so. Then we will develop collaborative strategies to create improved resources and new opportunities for kids to join and grow with Pro Kids in fields of education, youth athletics, community service, STEM-fields, higher education, careers & networking, military, health & wellness, golf facilities and beyond.



EDUCATION | CHARACTER DEVELOPMENT | LEADERSHIP

PRO KIDS MEMBERSHIP

PGA JUNIOR LEAGUE

HIGH SCHOOL TRACK SYSTEM

COLLEGE & CAREER PROGRAM

PRO KIDS ACADEMY PROGRAM

SEEK SUSTAINABILITY & ENVIRONMENTAL

RESPONSIBILITY: Pro Kids is fortunate to operate two golf and educational facilities, maintaining a par-3 18-hole course at Colina Park and a par-3 6-hole course in Oceanside. High-quality maintenance is an important aspect of instilling positive values and self-worth for our youth. Yet maintenance of our facilities requires significant resources, particularly related to rising cost of water and electricity. Pro Kids will explore innovative solutions to water conservation and solar energy. This can be obtained through use of “purple piping” - Purple piping refers to lines designated for recycled water, which is treated to a level suitable for irrigation and industrial use, but not for drinking. Pro Kids Oceanside was designed with these pipes, and utilization of recycled water act on a commitment to environmental stewardship that is both educational to our youth, mindful of our modest financial resources and geographic limitations in a frequent drought zone. Continued and expanded program site operations will always focus on sustainability.

STRENGTHEN THROUGH DIVERSITY & INCLUSION

Pro Kids strives to be a model of diversity and inclusion. Our Board of Directors, staff and volunteers reflect the many faces, cultures and walks of life that proudly make up our world. We respect, value and celebrate the unique attributes, characteristics and perspectives that make each person who they are. We also believe that bringing diverse individuals together allows us to collectively and more effectively address the issues that face our communities. It is our aim, therefore, that our partners, strategies and investments reflect these core values.

Definitions:

di-ver-si-ty n.: the quality of being different or unique at the individual or group level. This includes age; ethnicity; gender; gender identity; language differences; nationality; parental status; physical, mental and developmental abilities; race; religion; sexual orientation; skin color; socio-economic status; work and behavioral styles; the perspectives of each individual shaped by their nation, experiences and culture—and more. Even when people appear the same on the outside, they are different!

in-clu-sion n.: a strategy to leverage diversity. Diversity always exists in social systems. Inclusion, on the other hand, must be created. In order to leverage diversity, an environment must be created where people feel supported, listened to and able to do their personal best.

Statement of Principle

More than 20 years ago, the diverse community leaders who founded Pro Kids| The First Tee of San Diego crossed cultural, religious and economic boundaries to make a difference through collective action. Today, diversity and inclusion remain vital to achieving our mission, living our values and advancing the common good. Pro Kids| The First Tee of San Diego fosters and promotes an inclusive environment that leverages the unique contributions of diverse individuals

and organizations in all aspects of our work. We know that by bringing diverse individuals and viewpoints together we can collectively and more effectively create opportunities for a better life for all. We take the broadest possible view of diversity, going beyond visible differences to affirm the essence of all individuals including the realities, background, experiences, skills and perspectives that make each person who they are. Engaging the power of diverse talent and partners results in innovative solutions and the community ownership necessary to address complex community issues. Diversity and inclusion are at the heart of what it means to be part of Pro Kids| The First Tee of San Diego.

LEAD THE FIRST TEE MOVEMENT

As a charter chapter of The First Tee and one of its primary program inspirations, Pro Kids | The First Tee of San Diego wants to continue to be a leader in the First Tee movement. This includes being innovative for program impact, operations, nonprofit governance best practices, fund development and, most importantly, connecting our local San Diego youth to national and international First Tee growth opportunities. We will seek out and attend First Tee national conferences and opportunities for staff, board, volunteers, families and youth participants.

The First Tee offers opportunities for members to participate in scholarship and golf experiences. Our team of golf staff and college & career staff are committed to preparing and guiding Pro Kids youth to take part and succeed in the many First Tee opportunities.

FOCUS ON TRANSFORMATIONAL IMPACT

The entirety of our Strategic Plan point to one true purpose: enact transformational impact.

Through a rich combination of golf & life skills, STEM-curriculum and interest-creation for Academy members, continuous program growth, youth participant retention, college & career readiness, scholarship and community service, Pro Kids will go beyond the number of kids enrolled. We will strive to improve and maintain program integrity and foundations in everything we do, while creating additional, appropriate entry points for new waves of Pro Kids youth.

Our program will continue to transform the immediate communities we serve in City Heights and Oceanside, and strengthen our organizational capacity to serve youth in new and exciting ways – all with a steadfast commitment to our mission to challenge underserved youth to excel in life by promoting character development, life skills, and values through education and the game of golf.