



September 2019

Strategic Objectives

Tee It Up for the Troops desires to grow our mission through expansion and improvement in our current core areas – golf events and the Reunion program. In order to grow these programs, the following strategic initiatives are recommended going forward:

1. **GOLF EVENTS** - Maximize the effectiveness of TIUFTT golf events to support the mission.
 - a. Improve the acquisition of events.
 - i. Develop a tournament portfolio for prospective event organizers outlining at a minimum:
 1. Benefits to the facility/club and community of an event.
 2. Expectations of the facility/club and organizing committee to hold an event.
 3. Minimum revenue, committee members, and community engagement expectations for an event.
 4. Using a tiered system, allocate resources, options and assistance/services TIUFTT will provide.
 5. Value of the TIUFTT brand and association.
 6. Marketing and branding support (signage, banners, etc).
 - ii. Develop a “Memo of Understanding” for all events outlining duties, responsibilities of the organizing committee, facility/club and TIUFTT. Also clarify the net event proceeds distribution (up to 50/50%)
 - iii. Facilitate and coordinate a kickoff call or meeting with entire event planning committee that highlights TIUFTT value and partnership.
 - iv. Consider the creation of an ambassador group of club managers and/or key volunteers to promote future events, as well as leverage idea sharing and connections/contacts for current events.
 - b. Expand the suite of services/pricing TIUFTT can provide clubs/facilities for an event including consideration of:
 - i. Web-based auction site
 - ii. Online registration site
 - iii. Event marketing website
 - iv. Branding/signage for event
 - v. Donated products to supplement auctions and raffles
 - vi. Access to lowest cost tee gifts/prizes through national partners

- vii. The ability for access to a peer network of event chairs to support a new event chair
 - viii. Coordination of supplying Veteran's for event
 - c. Evaluate the profit split presently at 50/50 for events as TIUFFT support for events and services provided continue to evolve or new events are added.
 - d. Improve the retention of existing events.
 - i. Create and implement a plan for what happens after the event including:
 - 1. Event debrief with event team
 - a. Services TIUFFT provided
 - b. Fundraising efforts
 - c. Performance review of Organizing Committee
 - d. Day of event logistics review
 - e. Auction review
 - f. Thank you/recognition for Committee or club
 - 2. Establish a schedule for next year's event.
 - e. Consider creation or expansion of other TIUFFT fundraising opportunities.
 - i. Analyze other charity events for opportunities (like Run for the Cure).
 - ii. Consider other ancillary fund-raising opportunities to supplement golf events.
 - 1. Donate \$11 on 9/11
 - 2. Each club member donates at least \$1 in November (Veterans Day)
 - 3. Develop a relationship with ForeTees
 - iii. Seek out relationships to develop in-kind auction items for events
 - iv. Year-end direct mail donation campaign
 - v. Consider expansion of *Longest Day of Golf* concept
 - vi. Consider corporate partnerships or with other organizations in the golf/club space.
2. **REUNION** - Maximize the effectiveness and evolution of *Reunion* to support the mission.
 - a. Expand warrior and caregiver programming and support during the event
 - i. Add more formal programming through non-profit partners
 - ii. Consider more clinical support through other professional healthcare partners/sponsors
 - iii. Leverage additional programming as a sponsorship opportunity
 - b. Consider more connectivity with attendees after the event.
 - i. Continue the military family newsletter
 - ii. Develop a continuum of care program as a way to obtain grants from national foundations
 - iii. Evaluate grant opportunities to support attendees throughout the year
 - c. Leverage TIUFFT events for marketing and fundraising for Reunion.
 - i. Use golf events to raise awareness and understanding of Reunion
 - ii. Consider 50/50 raffle, mulligan tickets, fund a need pitch, etc., at each golf event to go toward Reunion support

- d. Explore and expand other fundraising opportunities for Reunion.
 - i. Consider corporate sponsors and improve value proposition
 - 1. Strengthen Reunion story with testimonials of attendees & potential VA tie-in
 - 2. Create a pitch for sponsors on value and impact of Reunion.
 - a. Expand use of video for capturing Reunion messages
 - b. Improve collateral materials on Reunion impact and sponsor benefits
 - ii. Explore expanding Reunion to twice per year (with a longer-term goal of 1 per quarter) in different parts of USA.
 - 1. Explore a relationship with a hotel chain
 - 2. Explore interest from current event partners
 - iii. Explore VA opportunities
 - 1. Evaluate and understand current VA programs that have a similar Reunion theme
 - 2. Explorer opportunities of collaboration with VA (Operation Resiliency/Independence Fund).
 - e. Grow staff to support the Reunion expansion.
 - i. As part of Reunion growth gradually add an FTE to coordinate, support and manage 4 Reunion programs/events per year. While the needs of this position must to be determined, a program manager may be necessary based on funding sources and desired program outcomes.
 - ii. Add a sponsorship development FTE (Development Director) to support all TIUFTT areas, but to focus on growing the support for TIUFTT signature program, Reunion.
 - 1. Consider campaign style funding to help support the growth of Reunion
 - 2. Consider and evaluate proto-type TIUFTT golfing events that are anchored by a corporate sponsor to support Reunion growth.
 - a. SMGA – Booz Allen events
 - 3. Consider other development pathways that could help to fund TIUFTT programs and events, including adding sponsorship for golf events.
3. **HEARTFIRST/ANYTIME FITNESS** - Conduct a Heartfirst/Anytime Fitness risk analysis.
- a. Guarantee that financial and reputational risk is minimized.
 - i. Consider ways to ensure grant recipient problems are minimized.
 - ii. Consider what would happen to funds if the program was abandoned.
 - iii. Evaluate the potential for a future loan default to ensure TIUFTT is not impacted.
 - b. Evaluate staff and volunteer time versus mission success and in light of evaluation of program's financial and other risks.