

A. CONTACT INFO

Ministry Name	
CEO Name & Title	Jeffrey Cranford, President
Primary Contact & Title	Jeff Hopper, Chief Organizational Officer
Address, City, State, Zip	6740 N. West Ave Ste 107, Fresno CA 93711
Phone	559-217-5165
Fax	559-269-9165
Email	jhhopper@linksplayers.com
Website	www.linksplayers.com , www.linksplayers.org

B. KEY INFO

Year Founded	1980
Total Employees (FT & PT)	7
Total Volunteers	0
Total Board Members	14
Total Donors (last 24 months)	271 distinct donors in 2006; 488 distinct donors in 2007
Organizational Memberships	<input type="checkbox"/> Evangelical Council for Financial Accountability (ecfa.org) <input type="checkbox"/> Christian Management Association (CMAonline.org) <input type="checkbox"/> Christian Stewardship Association (stewardship.org) <input type="checkbox"/> Other: _____
Is your IRS 990 form available for public inspection?	<input checked="" type="checkbox"/> Yes (at Guidestar.org and upon request) <input type="checkbox"/> No
Do you have an annual audited financial statement that meets ECFA's Standard No. 3 and is available to the public?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No - statement fits standards but is not audited. <input checked="" type="checkbox"/> Currently beginning application inquiries for ECFA.

C. FINANCIAL INFO (per ECFA reporting categories – www.ecfa.org)

	Last Fiscal Year Actual (2006)	Current Fiscal Year Budget (2008)	Estimated Budget 2010
INCOME			
Donated Income	159,823	400,000	800,000
All Other Income	1,625	5,000	15,000
Total Income	161,448	405,000	815,000
EXPENSE			
Program Services	133,813	425,600	650,000
General & Administrative	49,257	75,000	90,000
Fundraising	19,418	50,000	60,000
Total Expense	202,488	550,600	800,000

D. OUR "ELEVATOR SPEECH" (external)

Brand Promise (slogan or tagline)	Reaching the Unreached, Hiring the Unhired
What do you do? (50 words or less)	We encourage and facilitate the meeting of golfers for the express purpose of personal spiritual advancement through Bible study, discussion, and joint service in the kingdom of God. We provide direct and indirect leadership, as well as Bible-based resources, unto this end.
Key Endorsements (names of people or organizations)	Solheim Foundation; William Price, founder, CBC Companies; Steve Robinson, senior VP of marketing for Chick-fil-A; Tim Philpot, former president CBMC International
Our "BHAG" (Big Holy Audacious Goal) is:	1. To have established 500 Links Fellowships, bringing golfers together in growth and ministry, within five years. 2. Ten million dollar endowment for ongoing ministry purposes.

E. THE FIVE DRUCKER QUESTIONS (internal)

From: *The Peter F. Drucker Foundation Self-Assessment Tool: The Five Most Important Questions Every Nonprofit Organization Must Ask* (leadertoleader.org)

1. What is our mission?	To present Christ to people of influence in the kingdom of the world that they may be transformed by Him and become people of impact in the kingdom of God.
2. Who is our customer?	<ul style="list-style-type: none"> • Our PRIMARY customer: Baby Boomers in and around country clubs who are willing to honestly investigate matters of God. • Our SUPPORTING customers: All golfers interested in Bible-based teaching and encouragement in the language of their affinity.
3. What does the (PRIMARY) customer value?	Serious pursuit of goals, through the gathering of information and the commencement of action toward those goals based on that information. Hence, we seek to help these people seriously investigate Scripture for the purpose of personal faith in God that can be acted out according to the call of His kingdom.
4. What have been our results?	Men and women have found purpose in a familiar setting, reaching out to introduce others to Christ through purposeful open study of the Bible and continuing to move them to deeper relationship with Christ through study and service.
5. What is our plan?	To plant regional directors who will challenge men and women to take the lead in assembling others for kingdom purposes in and around their country clubs.

F. S.W.O.T. ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Relationships with PGA/LPGA Tour chaplains and players. • Rich, fluid content for print and Web media, with 3,000 daily email subscribers and 30,000 magazines distributed annually. • Providing for our target group, knowing their perspectives and thrusts, with 80+ local Fellowships in place. 	<ul style="list-style-type: none"> • Geographically dispersed staff requires extra resources for adequate communication and accountability. • Our opportunities for growth are slowed by our current funding base. 	<ul style="list-style-type: none"> • 78 million Baby Boomers to retire between Jan 2008 and Dec 2027. Because many on our staff are on the "young end" of this spectrum, we can provide longevity of personal ministry. • Significant number of eager local volunteers available. 	<ul style="list-style-type: none"> • The ministry "resides" in the arena of expendable income, making it somewhat susceptible to economic downturns. • Perception that this is a ministry for the wealthy. • Leadership expertise attached to particular individuals.

G. THREE STRATEGIC (and specific) WAYS FOR TBG MEMBERS TO BECOME INVOLVED

No.	Opportunity/Task/Volunteer Role	Target Date
1	Help generate seed money for the establishment of new regional directors throughout the country. (These directors then raise regional support for their ongoing ministry.)	Present through 2008-9
2	Provide expertise in financial development, particularly in connection with foundations/grant writing and in terms of giving through personal estate planning.	Present and ongoing
3	For those who are golfers: Commit to planting and/or leading a Links Fellowship group in or around a local country club.	By the end of 2008
	<u>Major Prayer Request:</u> That every single day, we would hear firsthand from men and women about how this ministry has directly influenced their walk with Christ.	Present and ongoing