



January 19, 2008
Sonoma-Marin-Napa Chapter
P.O. Box 4494
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Prepared/Submitted by Chapter President Lynn S. Sletto

Board Members:

Sue Costa - Vice President
Michele Gunner - Treasurer
Susan Bogar - Secretary
Jennifer Yount - Immediate Past President
Charlotte Temple - Membership Chair
Sue Thompson - Handicap Chair
Michele Larkey - Golf Education & Player Development Chair
Barbara Perolini - Leadership Chair
Dimitra Sustros - Social Events Chair
Anne Eovine - League Chair
Janice Van Gutman – Communications Chair
Sheryl Sookman – Sponsorship Chair

Chapter's Overall Goals and Objectives

¹**The Process:** To be effective, a business plan must be developed and implemented based on four disciplines:

1. The plan must focus on no more than 3 **“WIGS”** (Wildly Important GoalS).
2. **WIGS** are the vital few goals that must be achieved or nothing else really matters.
3. The organization must keep a compelling scoreboard so that all members know where the organization is in the process and are encouraged to stay engaged with, and working toward, the stated goals.
4. The organization must create a cadence of responsibility with timely reports, reviews, and progress updates.

¹ All models referenced are from FranklinCovey's *Leadership: Great Leaders. Great Teams. Great Results.*™

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Discipline 1 -- WIGS:

“**PIGS**” (Pretty Important GoalS) are the many good things we can accomplish if we remain viable as an organization. **WIGS** are differentiated from **PIGS** by their primary and vital importance; if **WIGS** are not achieved, **PIGS** cannot be met. Historical information has shown that the achievability of **WIGS** goes down precipitously as the number of **WIGS** increase and attention gets fragmented among too many objectives.

Within the framework of our Vision / Mission / Core Values, we identified the following three **WIGS**:

1. **Membership Goals:** Includes increasing membership, retaining membership, providing emotional support to members in need, increasing member participation in events, and ensuring member satisfaction with the organization. Our average rate of membership decline over the past three (3) seasons is 34 members per year. Our stated membership goal = Reduce the rate of decline by over fifty percent (50%) by ensuring a retention rate of 75% and increasing new membership by 20%.
2. **Communication Goals:** Includes timely and easy flow of information via e-mail and web site on events, information about the organization (board meetings, Minutes), improving the look and feel of the web site for easier navigation. Our stated communication goal = Increase e-mail acceptance rate from 90% to 95% by October 1, 2008. This represents a 5% increase over last year’s rate.
3. **Player Development Goals:** Includes player development and education at all levels. Our stated player development goal = Increase overall participation in development and education events to 25% of the total membership of the organization by October 1, 2008.

Second tier goals (**PIGS**) included increasing volunteerism among our members and developing a tighter fiscal policy to assure that funds are spent with the greatest degree of effectiveness.

1. **Volunteerism:** Attract enough volunteers to service all events and committees in 2008 and beyond. Ensure immediate recognition of volunteer service. Ensure an understanding of the Board’s responsibilities and recognition of their contributions to the Chapter.
2. **Fiscal Responsibility** – see attached 2008 budget.

Discipline 2. -- Leading measures to achieve our WIGS:

1. **Membership:** Reduce the rate of decline by over fifty percent (50%). To do this, we will:
 - a. Contact 100% of non-renewing members.

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- b. Contact 100% of new members.
 - c. Achieve total participation of 560 entrants (total for all events) for “outings” (non league events).
 - d. Achieve total participation of 25% of the current membership in league events.
 - e. Enhance networking opportunities by preparing a membership directory with yellow pages containing copies of member’s business cards.
- 2. Communications:** Increase e-mail acceptance from 90% to 95% by October 1, 2008. Top do this, we will:
- a. Create a link on the web site to all e-mail blasts.
 - b. Increase frequency of e-mail blast to once every two weeks.
 - c. Create a link of the web site to our quarterly newsletter.
 - d. Post quarterly newsletter within 1 week of publication.
 - e. Create a dynamic icon link with prominent display on the site which will alert members to registration deadlines for all standard play events, player development events, and leagues.
 - f. Post individual event flyers on the web site 45 days prior to the event registration deadline.
 - g. Post Minutes of Board Meetings no later than 2 weeks after the meeting.
- 3. Player Development:** To increase overall participation in development and education events to 25% of the total membership of the organization by October 1, 2008. To do this, we will:
- a. Assure representation by a board member or event captain at all weeknight, league, and brunch ‘n’ birdies events (at the very least, the first event of the series).
 - b. Communicate competitive event formats, times, locations, requirements, results, and membership in a prompt and timely fashion. Preliminary information will be posted by February 1, 2008 with monthly updates throughout the season.
 - c. Publicize landmark events monthly, e.g., breaking 100, 90, 80, including a 9 hole measure, hole-in-one, etc.
 - d. Beginner Series: Spring ’08 two series of 4 events each will be set for Peacock Gap and Adobe Creek golf courses.
- 4. PIGS – Volunteerism and Fiscal Responsibility:**
- a. Utilize email blasts, newsletters, and play dates to recognize and encourage volunteer service as a Core Value of the Chapter and organization.
 - b. Volunteers receive event registration discount and recognition from the Board member present at the after party.
 - c. See attached 2008 Budget

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Discipline 3 .. Keeping a compelling scoreboard:

To keep the membership informed, involved, and committed to achieving the WIGs outlined above, we will design progress reporting protocol that is:

- 1. Visible**
- 2. Visual**
- 3. Engaging**
- 4. Do-able**
- 5. Concise**

.....which will allow us to quickly determine if we are succeeding in meeting our goals.

Discipline 4 .. Creating a cadence of accountability:

- 1. Accountability:** Timely reporting on commitments.
- 2. Review the scoreboard:** Learn from successes and failures.
- 3. Plan:** Clear the path of unsuccessful strategies and make new commitments.