



DUNEDIN GOLF CLUB 2021 – 2023 STRATEGIC PLAN

January 1, 2021



Club President's Introductory Comments

On behalf of the Strategic Planning Committee and the Board of Directors, I am pleased to present the 2021-2023 Dunedin Golf Club Strategic Plan. The Committee and Board invested their time, experience, and best ideas into this guide for the Club's future success. We owe City Commissioner Jeff Gow, City Manager Jennifer Bramley and City Director of Parks and Recreation Vince Gizzi our thanks for their generous gift of time and insights. As importantly, we owe our members and non-members a hearty thank you for participating in our survey and sharing candid and constructive suggestions and ideas.

I am pleased to say that this Plan was not undertaken by necessity of circumstance or for institutional concerns. The Committee and the Board approached this project with the knowledge that we have an institution which is healthy and well managed. Our surveys testify to our member satisfaction and the value members and non-members have for the Club. This Plan was viewed as an opportunity to build on strength and ensure we take the right steps to create the best future possible.

Most of our strategies and goals are very much in line with the Club's tradition as a golf focused recreational center and that will continue through this Plan. What is different is our laser-focus on improving the golfing experience at the Club and our intention to be a greater supporter of our Community.

We found our process to be thorough and energizing. I hope you experience some of that excitement as you read the contents of our Plan.

Yours sincerely,
Mike Bowman

Mike Bowman
President of the Board



Executive Summary

Over the course of 10 weeks, from August through October 2020, the Dunedin Golf Club Strategic Planning Committee met to chart a new course for the Club that will extend through the end of 2023, at a minimum. Their work and the input of many members and non-members can be found within the pages that follow.

The key ingredient that cannot be fully appreciated with the neatly typed pages is the energy and excitement the Committee shared for our sport and more specifically the Club. Over and over again we were reminded that we are caretakers of a great historical asset which is a source of pride within the community. Collectively, the Committee and staff invested well over 500 hours of volunteer time to develop a roadmap that will guide us through course, facility and infrastructure improvements, along with expanded community engagement.

Our premise is simple. Golfers want a challenging and fun round on a course that is consistently well-maintained . Our Plan addresses that. Inside this document you will find a mission statement, a vision, and guiding values that will inspire our actions for years to come. Also included are seven core strategies with accompanying goals. Those strategic goals, once achieved, will provide for many years of great golf experiences for our members and the community.



DGC STRATEGIC PLAN OBJECTIVES

To build a 3-5 Year working plan to improve and sustain the Dunedin Golf Club, within the context of our member/non-member needs, our resources, and environmental factors

STRATEGIC PLANNING COMMITTEE

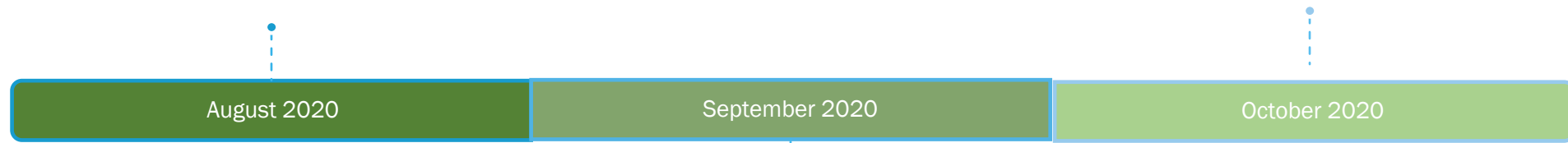
- Mike Bowman, President of the Board of Directors and Liaison to the Consultant
- Jennifer Bramley, City Manager & City Representative
- Chuck Croasmun, Interim General Manager
- Frank Davis, Frequent Golfer, Non-Member
- John Falcone, Head Golf Professional
- Jeff Gow, City Commissioner
- Vince Gizzi, Director City Parks & Recreation
- Gary Huffaker, Board of Directors Member
- Tracy MacMillan, Board of Directors Member and Liaison to the Consultant
- Ernie McNab, Dunedin Golf Club Member
- Coralee Millang, Board of Directors Member and Liaison to the Consultant
- Melissa Murray, Administrative Assistant
- Judy Nichols, Dunedin Golf Club Member
- Lena Norfelt, Frequent Golfer, Non-Member
- Ron Tucker, Board of Directors Member
- Jim Siesky, Board of Directors Member
- Tom Dugard, Consultant & Facilitator



STRATEGIC PLANNING TIMELINE

Acquire Consultant, set timeline, conduct Member & Non-Member Surveys

First Draft completed, Committee Review & Board Presentation



Review Surveys, Conduct SWOT Exercise, Identify Critical Issues, Examine WAGs, Identify Best of Breed Courses, Review Mission, Vision, Values & Goals
Begin identifying Implications & Strategies

| | | |
|----------------|--------------|--------------------------------------------------------------------|
| August 6-25 | | Member & Non-Member Survey |
| September 14th | 11:30 – 1:45 | Committee, Board & Guests SWOT Exercise & WAGS |
| September 21st | 11:30 – 1:45 | Vision, Mission, Values & Goals & Critical Issues, & Best of Breed |
| September 25th | 3:00 – 5:00 | Executive Comm. Implications & Strategy Session |
| October 28th | 5:00 | Plan presentation to Board |

MISSION & VISION

- Mission: *To provide a challenging and enjoyable golf experience for all within our community.*
- Vision: *We will become a self-sustaining destination providing golf and social opportunities on one of the premiere Donald Ross courses in the country.*

VALUES

- 1. We shall be honest and fair in all dealings with members, guests, staff, and the community*
- 2. We will be inclusive in all our actions and will help all with the desire to participate in the sport*
- 3. We shall conduct ourselves with respect for all as we compete and participate in Club activities*
- 4. We will be transparent in all membership and financial activities*
- 5. We believe that we are about making positive experiences for not only ourselves and our families, but also for others residing in or visiting Dunedin*
- 6. We value and care for our facility and expect our members and guests to do the same*

SITUATION ANALYSIS

During our planning process we conducted a SWOT exercise (Strengths, Weaknesses, Opportunities, Threats). Below are highlights from that exercise.

- Membership is growing
- Finances are better than expected
- The Club has been a refuge during this time of social distancing.
- The condition of the course is not as good as we would like
- Drainage issues are becoming more difficult during rainy weather, high tide
- Participation in the sport of golf is declining, particularly among young adults
- We may not see a return of our seasonal golfers due to the pandemic
- Competition from ever-expanding entertainment and technology diversions
- Dunedin Citizens who do not play golf may not recognize the Club's value to the Community
- Few Dunedin Citizens understand the legacy and history of the Club
- DGC Administration needs additional and updated tools
- Staff retention and compensation need attention

SEVEN KEY STRATEGIES

STRATEGY 1: Improve the Golf Course Experience

STRATEGY 2: Become Self-Sustaining by Growing Membership and Increasing Non-Member Rounds

STRATEGY 3: Enhance Community Relations and Partnerships

STRATEGY 4: Update the Facilities

STRATEGY 5: Increase Our Value Proposition to Dunedin and the Region

STRATEGY 6: Growing the Sport

STRATEGY 7: Become an Employer-of-Choice in the Dunedin Area

STRATEGY 1: IMPROVE THE GOLF COURSE EXPERIENCE

- 1) Develop a plan to address the quality of the greens, fairways, bunkers, etc. Include ongoing management of these refurbished areas.
- 2) Explore and evaluate options for solving the drainage issues, particularly on holes #15, #17, including financial requirements/sources, timing. Build proposal, gain approvals, and execute.
- 3) Improve cart paths by eliminating tree roots and potholes. Cosmetically enhance cart path areas where grass cannot grow.
- 4) Employ technology to monitor golf cart logistics and to keep carts in course-appropriate areas only.
- 5) Formalize a Starter training process and provide each Ranger with our Welcome/Friendly Reminder Script.
- 6) Establish a Greeter Process for the cart staff (Welcome, pin position, ice/water location, starting hole location).
- 7) Improve special events advance notification by communicating a monthly golf tournament/activities calendar, including tournaments, special events, grounds maintenance closures.
- 8) Upgrade the Club website to be more welcoming, course-informative, and with more emphasis on our legacy and golfing tradition.



STRATEGY 2: BECOME SELF-SUSTAINING BY GROWING MEMBERSHIP AND INCREASING NON-MEMBER ROUNDS

- 1) Grow membership to 400 by developing an annual Sales and Marketing Plan addressing key audience groups, pricing structures/discounts, promotional and community opportunities, communications, sales/affinity targets, social media/advertising.
- 2) Designate key staff person responsible for Sales, Marketing, Brand Building.
- 3) Create a Membership Committee.
- 4) Create a member referral program.

STRATEGY 3: ENHANCE COMMUNITY RELATIONS AND PARTNERSHIPS

- 1) Engage the immediate neighborhood and the community at-large by conducting 2 outreach programs per year. Gather neighborhood input, build proposal and execute (e.g.: Family Day, Open House).
- 2) Continue our support for the Dunedin Children's Christmas event.
- 3) Quantify and promote our "contribution" to non-profit fundraising through the golf course and restaurant events.
- 4) Establish a Centennial Committee in mid-2025 to plan and execute a public celebration for the Club's 100th birthday in 2027.



STRATEGY 4: UPDATE THE FACILITIES

- 1) Evaluate low-cost/no-cost options to update facilities (interior, exterior, on-course). Prioritize, build proposal, gain approvals and execute.
- 2) Update department technology platforms where needed.
- 3) Outsource functional processes where appropriate/affordable.
- 4) Hire a staff person responsible for handling day-to-day details in support of clubhouse, restaurant, member needs and communication.

STRATEGY 5: INCREASE OUR VALUE PROPOSITION TO DUNEDIN AND THE REGION

1. Build a stronger partnership with the City

- a. Sponsor a 9-hole tournament with City Manager, Mayor, and Commissioners, with proceeds donated to Youth Golf Programs
- b. Sponsor a “Stirling Day” at DGC by offering a half-day kids Par 3 tournament (summer).
- c. Better engage City elected officials in Club special events/activities.
- d. Participate in the City/DGC Sustainability Review.

2. Members

- a. Create 2 Members-Only special events each year (e.g.: “Golf with Your Pro” days).
- b. Offer Members-Only discounts on Pro Shop Merchandise.
- c. Seek opportunities to bring legendary golfers to the course for member events/activities.
- d. Restore the Members Food and Beverage discount program

3. Guests (Non-Members)

- a. Offer “frequent guest” incentives for golf, food and beverage, and merchandise.
- b. Offer a one-time discount for guests who complete a contact form (for our email list).

STRATEGY 6: GROWING THE SPORT

- 1) Expand summer golf programs for families and young golfers.
- 2) Evaluate opportunity to establish a First Tee program at DGC, bringing golf to all economic groups.
- 3) Establish a Youth Golf Program.

STRATEGY 7: BECOME AN EMPLOYER-OF-CHOICE IN THE DUNEDIN AREA

- 1) Conduct employee satisfaction survey.
- 2) Review compensation and benefits policies.
- 3) Ensure all aspects of our employment and compensation processes are tied to accountability, responsibility and empowerment.
- 4) Ensure that staff are represented in Board meetings and activities.



WORK PLAN

Rev. 3/6/21

| WHAT | WHO | WHEN | STATUS/NOTES |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------|-----------------------------------------------------------------------------------------|
| STRATEGY 1: IMPROVE THE GOLF COURSE EXPERIENCE | | | |
| 1) Develop a plan to address the quality of the greens, fairways, bunkers, etc. Include ongoing management of these refurbished areas. | JFalcone, JKelly | May 15, 2021 | In progress, with James. |
| 2) Explore and evaluate options for solving the drainage issues, particularly on holes #15, #17, including financial requirements/sources, timing. Build proposal, gain approvals, and execute. | JFalcone, MBowman | April 30, 2021 | MBowman working with JKelly. Also need to review KSpence (DRS) proposal when available. |
| 3) Improve cart paths by eliminating tree roots and potholes, cosmetically enhance path areas where grass cannot grow. | JFalcone, JKelly | May 31, 2021 | Scheduled for 1 st week in May. |
| 4) Employ technology to monitor golf cart logistics and to keep carts in course-appropriate areas. | Falcone | April 30, 2021 | New carts on-site. All geo-fencing will be done by end of April. |
| 5) Formalize a Starter process and provide each Starter with our Welcome/Friendly Reminder Script. | JFalcone | March 15, 2021 | Process manual completed and will be implemented by mid-March. |
| 6) Establish a Greeter Process for the cart staff (Welcome, pin position, ice/water location, starting hole location). | JFalcone | March 15, 2021 | Process manual completed and will be implemented by mid-March. |
| 7) Improve special events advance notification by communicating a monthly golf tournament/activities calendar, including tournaments, special events, grounds maintenance closures. (Clean up email database). | JFalcone, MWilliams | Ongoing | Chuck/Megan clean up email database by Feb. 28, 2021 |
| 8) Upgrade the Club website to be more welcoming, course informative, and with more emphasis on our legacy and golfing tradition. | CCroasmun | March 31, 2021 | Review other course websites for best practices. |

| WHAT | WHO | WHEN | STATUS/NOTES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------|
| STRATEGY 2: BECOME SELF-SUSTAINING BY GROWING MEMBERSHIP & INCREASING NON-MEMBER ROUNDS | | | |
| 1) Grow membership to 400 by developing an annual Sales and Marketing Plan addressing key audience groups, pricing structures/discounts, promotional and community opportunities, communications, sales/affinity targets, social media/advertising. | CCroasmun, JFalcone, JSiesky, TMacMillan | April 30, 2021 | Current m'shp at 276. (PGA marketing companies; Retention & diversification [younger, female, couples]) |
| 2) Designate key staff person for Sales, Marketing, Brand Building. | CCroasmun, JFalcone | December 31, 2021 | Currently split between CCroasmun, JFalcone, MWilliams. Consider part-time or full-time person, when affordable. |
| 3) Create a Membership Committee. | JSiesky | Jan. 30, 2021 | Done |
| 4) Create a member referral program | JSiesky, CCroasmun | March 24, 2021 | JSiesky to send draft to M'shp Committee & then present to BOD 3/24. |



| WHAT | WHO | WHEN | STATUS/NOTES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGY 3: ENHANCE COMMUNITY RELATIONS AND PARTNERSHIPS | | | |
| 1) Engage the immediate neighborhood and community at-large by conducting 2 outreach programs per year. Gather neighborhood input, build proposal and execute (e.g.: Family Day, Open House). | CCroasmun, JFalcone | As scheduled | (1) Dinner for 2 drawing for FE neighbors, March-Dec. (2) Membership "Adopt-A-Family" dinner at cost, via Dunedin Cares, local schools. |
| 2) Continue our support for the Dunedin Childrens Christmas Event | DGC members, staff, WGA | Annual | Have raised tens of thousands of dollars over 20+ years. |
| 3) Quantify and promote our "contribution" to non-profit fundraising, through the use of the golf course and restaurant events. | CCroasmun, MWilliams | Ongoing | Blood van, civic groups, tourneys, neighborhood groups. Megan keeping a spreadsheet. |
| 4) Establish a Centennial Committee in mid-2025 to plan and execute a public celebration for the Club's 100 th birthday in 2027. | Board of Directors, Club Management | June 2025 | |

| WHAT | WHO | WHEN | STATUS/NOTES |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------|------------------------------------------------------------------------|
| STRATEGY 4: UPDATE THE FACILITIES | | | |
| 1) Evaluate low-cost/no-cost options to update facilities (interior, exterior, on-course). Prioritize, build proposal, gain approvals and execute. | CCroasmun | Ongoing | To start, switch up artwork, photos, refresh lobby wall (Feb.28, 2021) |
| 2) Update department technology platforms where needed. | CCroasmun | March 31, 2021 | Installing Spectrum Fios by end of March for Pro Shop, Clubhouse. |
| 3) Outsource functional processes where appropriate/affordable. | CCroasmun | On-going | HR now managed by ADP |
| 4) Hire a staff person responsible for handling day-to-day details in support of clubhouse, restaurant, member needs and communication. | CCroasmun | Oct. 2020 | Done (Megan Williams) |



WHAT

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STATUS/NOTES

| STRATEGY 5: INCREASE OUR VALUE PROPOSITION TO DUNEDIN AND THE REGION | | | |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------|-----------------------------------------------------------------------------------------------------|
| 1. Build a stronger partnership with the City | | | |
| a. Sponsor a 9-hole tournament with City Manager, Mayor, Commissioners, with proceeds donated to Youth Golf Programs. | Board of Directors, Club Management | Summer 2022 | City Invitational Tourney (CIT). JFalcone to prepare internal proposal by April 30, 2021 |
| b. Sponsor a “Stirling Day” at DGC by offering a half-day kids Par 3 tournament (summer). | JFalcone | Summer 2021 | Run tourney one Sunday afternoon per month. Need dates well in advance. |
| c. Better engage City elected officials in Club special events/activities | Board of Directors, Club Management | Ongoing | |
| d. Participate in the City/DGC Sustainability Review | Board of Directors, Club Management | 2021 | Initiated Feb. 2021. |
| 2. Members | | | |
| a. Create 2 Members-Only special events each year (e.g.: “Golf with Your Pro” days). | JFalcone, CCroasmun | Annual | 2/27/2021 was Super Saturday; need to identify 2 nd event (Members Night, Member Mixer). |
| b. Offer Members-Only discounts on Pro Shop Merchandise. | JFalcone | Ongoing | |
| c. Seek opportunities to bring legendary golfers to the course for member events/activities | JFalcone | TBD | Invite PGA pros to 100 th Anniversary celebration in 2027. |
| d. Restore the Members Food and Beverage discount program. | CCroasmun | April 30, 2021 | Currently evaluating loyalty program options/tracking for members. |
| 3. Guests (Non-Members) | | | |
| a. Offer “frequent guest” incentives for golf, food and beverage, and merchandise. | CCroasmun | April 30, 2021 | Currently evaluating loyalty program for options/tracking for non-members. |
| b. Offer a one-time discount for guests who complete a contact form (for our email list). | CCroasmun, MWilliams | May 31, 2021 | Need a discount certificate. |



WHAT

WHO

WHEN

STATUS/NOTES

| STRATEGY 6: GROWING THE SPORT | | | |
|--------------------------------------------------------------------------------------------------------|----------|-----|--------------------------------------------------------------|
| 1) Expand summer golf programs for families and young golfers. | JFalcone | TBD | JFalcone to evaluate and propose programs by March 31, 2021. |
| 2) Evaluate opportunity to establish a First Tee program at DGC, bringing golf to all economic groups. | JFalcone | TBD | JFalcone to evaluate and propose programs by March 31, 2021. |
| 3) Establish a Youth Golf Program. | JFalcone | TBD | JFalcone to evaluate and propose programs by March 31, 2021. |

WHAT

WHO

WHEN

STATUS/NOTES

| STRATEGY 7: BECOME AN EMPLOYER-OF-CHOICE IN THE DUNEDIN AREA | | | |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------|----------------------------------------------------------|
| 1) Conduct employee satisfaction survey | CCroasmun | March 30, 2021 | In house, ADP, other firms. |
| 2) Review compensation and benefits policies. | CCroasmun | March 30, 2021. | |
| 3) Ensure all aspects of our employment and compensation processes are tied to accountability, responsibility and empowerment. | CCroasmun | March 30, 2021 | |
| 4) Ensure that staff are represented in Board meetings and activities. | CCroasmun, JFalcone | Ongoing | Be sure staff is aware they can speak at Board meetings. |