

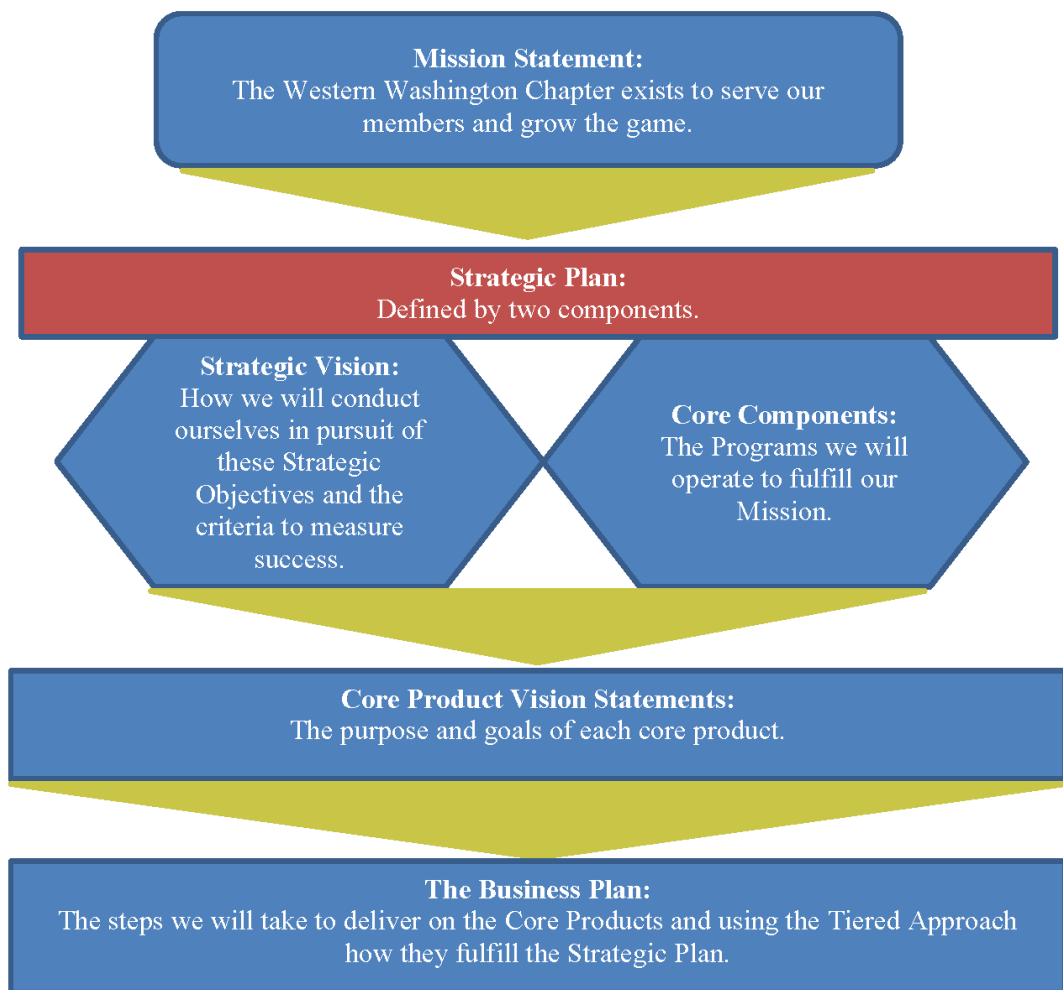
## STRATEGIC PLAN

Adopted December 2016

### INTRODUCTION

To serve our members and grow the game, the Western Washington Chapter developed a Strategic Plan to guide leaders and staff in the development and implementation of programs and services. The Strategic Plan will guide future leaders in evaluating new opportunities, guide the relationship with both Section and National programs and services and guide the staff in the development of an annual Business Plan.

The Strategic Plan will employ the principles in the Strategic Vision to deliver the Core Components as we serve the members and grow the game. Each Core Component is presented with a specific vision as well as a discussion of the specific deliverables. Finally, five tiers of evaluation are presented to focus the evaluation of achieving individual deliverables.





### **MISSION**

The Western Washington Chapter exists to serve our members and grow the game.

### **STRATEGIC VISION**

We must be in constant pursuit of excellence and commitment to innovation, collaboration and improvement.

Teamwork and talent must define our culture and must be exhibited in our communications, accountability, honesty, trust and impact.

We are committed to diversity and inclusion as it is essential to any activity or program that the Chapter conducts and/or any practice we implement.

The primary strategy for any activity or program that the Western Washington Chapter conducts must meet one or more of the following:

- Protect and enhance the PGA brand.
- Help our members, directly or indirectly.
- Develop new golfers, promote the game of golf and/or make it more fun and enjoyable.
- Position the Western Washington Chapter and our members as leaders in the business, teaching and playing of the game.
- Develop local and regional importance and influence.
- Strengthen the perception of the Western Washington Chapter and our members as the tangible connection between the game and all that play it in the Pacific Northwest.

### **CORE COMPONENTS**

Tournaments  
Player Development  
Employment  
Professional Development  
Community Outreach/Charity  
Governance



## **Tournaments:**

### Vision:

Provide a professional presentation of Chapter and Section tournaments to promote the PGA Professional, provide direct member benefits and develop an array of opportunities that benefit multiple facets of the membership.

### Focus:

Manage, operate and promote our Championships and Pro Member Series in a first class and professional manner that helps maintain and grow their status among the very best in Northwest golf.

In addition, manage, operate and promote our member events in a manner befitting an Association that exists to serve our members and grow the game. *This includes team events, Section Pro-Members and Section championships.*

Our tournaments must (i) reflect positively on the PGA and our members; (ii) promote the leadership position of our association, Chapter and Section; (iii) deliver a superior experience to our players, amateurs and partners and (iv) provide revenue to support themselves and other programs. New opportunities and tournaments should be considered if aligned with the Strategic Vision.

The development, promotion and retention of business partners is fundamental to the success of the tournament program.

## **Player Development:**

### Vision:

Drive transformational participatory growth through the support of National initiatives and the support of the programs of individual professionals.

### Focus:

Foster a collaborative working relationship among all PGA constituents and the golf industry to grow participation in the game of golf.

Utilize and support core products and services that are embraced by the members and grow participation. Build a culture that recognizes operational champions and shares their successes for the benefit of the industry.

Player development activities must account for the critical role our membership serves in player growth by creating emotional connections to the sport through teaching and coaching and creating a safe environment for youth. The paramount goals of player development should include participatory growth and increased revenue opportunities for our members.





# PGA

Pacific Northwest Section  
Western Washington Chapter

Looking for opportunities to work with champions of diversity and inclusion (i.e., organizations that have successfully demonstrated growth with diverse groups) is critical to the overall success of any growth of the game strategy. It is vital that facilities are welcoming to all.

For any player development program to be successful it must expand the reach of the PGA professional, increase the relevance of the PGA and our members and raise the value and importance of the profession.

## **Professional Development:**

### Vision:

Engage the membership in "lifelong" education and training that will develop members' applied operational and strategic excellence to advance career opportunities and compensation levels.

### Focus:

Engage and mentor PGA professionals with lifelong education and training that will develop their applied operational and strategic excellence to include leadership, business, marketing and communication skills as well as teaching and coaching skills to advance the profession and career opportunities.

## **Employment:**

### Vision:

Support the PGA of America's Employment Services Consultant & staff to provide career advancement, enhance compensation, facilitate enhanced skill sets and promote the value of our PGA professionals.

### Focus:

Promote our PGA members in every strategic way possible to facilitate career management and related services that will promote career advancement, job placement and enhanced compensation through trusted relationships with employers throughout the golf industry. Support the efforts of PGA Employment Services and staff.



## **Community Outreach/Charity**

### **Vision:**

Support local and national charities and be recognized through events, programs and the efforts of individual PGA professionals.

### **Focus:**

Cultivate and enhance relationships with local charities. Promote the philanthropic efforts of the Chapter and Section as well as individual PGA professionals.

Ultimately the image of the PGA professional and the PGA brand will be elevated through the positive, life enhancing impact of these efforts and programs.

## **Governance:**

### **Vision:**

Provide a governance model to responsibly operate, deliver oversight and further the affairs of our Chapter and Section.

### **Focus:**

Provide a structure and culture that defines the roles and responsibilities of the Chapter and Section to include their Board of Directors and the staff.

Foster open communication with the membership to ensure transparency and accountability. Actively develop Chapter and Section leaders.

## **Evaluation Tiers:**

<b>1. Association Priority</b>	Meets all initiative criteria; provides strong rate of return; largest potential impact against Association mission and financial health.
<b>2. Product Priority</b>	Meets 3 or more initiative criteria; essential to product group goals but impact does not necessarily extend across other Core Component Groups
<b>3. Defined Scope</b>	Initiatives that are very singularly focused and limited in return, or are tests that could lead to larger long-term impact.
<b>4. Business Necessary</b>	Does not necessarily fulfill criteria or fit within mission, but is necessary for management of everyday business or political constituent reasons.
<b>5. Opportunistic</b>	Capitalizing on real-time opportunities & issues throughout the year.