



**STRATEGIC PLAN 2009**

**For**

**SERRANO COUNTRY CLUB**  
*El Dorado Hills, California*

May 2009  
**Revised January 31, 2015**

## **EXECUTIVE SUMMARY**

The Strategic Plan is to be used by the current and future Boards and management as they carry out their governance and operational responsibilities. This Plan identifies the long-term vision for Serrano Country Club, and the action items that should be completed to improve member satisfaction and assure fulfillment of the vision. The Board of Directors initiated a planning program that included analysis of external club industry trends and internal information on Serrano membership and usage to develop an objective understanding of the club's current position. This information was used to develop the 2009 Strategic Plan and will be updated in the future as conditions change within the club and/or within the market in which we complete. The Board or appropriate committees will address the action items in this report, they will also identify capital or operational costs associated with them, and make or modify their recommendations accordingly prior to implementation. The Board will determine the priority order for implementation of any of the recommendations based on the benefits to the membership and the required allocation of resources.

The contents of the 2009 Strategic Plan will be broadcast to the membership in the fall of 2009

The objective of the Strategic Planning process is:

*“To establish a clear vision for the future and take member supported actions to provide superior member satisfaction with club and golf experiences; allowing the Club to build a waiting list; achieve financial stability and attract new members.”*

## **MISSION AND VISION**

The Mission Statement is intended to identify the club's main purpose, and define the features of the membership experience at Serrano Country Club currently. The Vision Statement was created to identify what the club should strive to become in the future. It serves as the basis for the evaluation of the existing situation and the development of the strategies and action items.

### **MISSION**

***“A PREMIER PRIVATE COUNTRY CLUB PROVIDING EXTRAORDINARY OPPORTUNITIES FOR SOCIAL INTERACTION AND COMARADERIE, OUTSTANDING GOLF AND RECREATIONAL ACTIVITIES WITH EXCEPTIONAL SERVICE TO ITS MEMBERS IN AN UNPARRALLELED SETTING.”***

## Vision Statement

***“Serrano Country Club is an outstanding private country club because of the innovative golf, athletic and social activities it provides for its members and their families. The attractive, well-maintained club facilities are an up-to-date setting for a variety of recreational activities and frequent social interaction among members and their guests. The club is fiscally sound with dues and fees covering the cost of operations and transfer fees accumulating in a capital reserve fund. Membership is at the authorized maximum number, and qualified candidates are waiting to join. The friendly, well-trained and capable staff is a highly valued asset. The members take an active interest in the club’s well-being, contributing their time and financial resources as needed to better the club.”***

## STRATEGIC CHALLENGES

Based on the review of internal and external data on membership and the current financial climate, the Board of Directors and Strategic Planning Committee identified the following issues as the Strategic Challenges that the club will need to address in the future to fulfill the members’ desire for a high-quality, comprehensive country club experience:

The strategic issues and long-term goals are categorized under the following areas of Club activity.

- *Engaging Member Programs and Social Events:* Offer programs and events that foster camaraderie and encourage frequent member participation.
- *Enhancement and Maintenance of Our Facilities:* Develop long range plans for the maintenance, improvement or expansion of the golf course, clubhouse and recreational facilities.
- *Strategic Challenges:* Cyclical dislocations such as a failing economy cause lifestyle modifications which ultimately establish a “new normal” environment. This means that people will more carefully evaluate use of discretionary income and will assess more critically the value of club membership. Appeal will have to be more broad and encompass family and leisure time needs
- *Competition Challenges:* Additional dining options are available as more restaurants open in the area along with golf and fitness facilities
- *Membership Structure and Development:* A full membership that actively uses the club is the key to Serrano Country Club’s social and financial success. As such, the membership initiatives must address strategies and action items that:
  - ◆ Build a waiting list for membership.
  - ◆ Grow the non-golfing member categories.
  - ◆ Make the club more inviting and welcoming to guests and prospective members.
  - ◆ Increase existing member use and retention.
  - ◆ Encourage members to become involved in membership marketing process.
  - ◆ Offer policies that are consistent, balanced and appropriate for the type of active, total family-oriented club that Serrano Country Club is to become.
- *Stewardship of Finance:* Prepare a long range financial forecast for operations and capital expenditures and to build capital reserves.
- *Culture:* Develop and perpetuate agreement on mission, beliefs, behavior, policies and practices of Serrano.

- *Informed Decision Making:* Collect internal and external data on attitudes, usage and satisfaction and use it in decision making.

## EVALUATION AND MONITORING

The Strategic Plan is meant to be a guiding document for the leadership of the club. In order for the goals of the Strategic Plan to be realized, it has been adopted by the Board of Directors as the official vision of the future and monitored regularly for progress toward the goals. As such, the following recommendations are made to ensure successful implementation of the Strategic Plan:

### EVALUATION AND MONITORING (continued)

- Communicate the Strategic Priorities to the membership on an on-going basis beginning with the communication of the final plan in 2009. Additionally, progress towards the Strategic Issues should be included in the periodic member communications recommended as part of the Strategic Plan.
- Appoint a Board member or the General Manager to monitor the club's progress toward the Strategic Plan and include an update on the Plan as a standing agenda item for the Board's yearly meetings.
- The Board Strategic Planning Chair and the club's General Manager will prepare and present to the Board an "Accountability Report" annually to outline progress toward achievement of the Action Items.
- The Board will update the Strategic Plan each year at the annual goal setting session that is recommended as part of the club's governance function.

## EXISTING SITUATION

Using the member survey results as a guide, the Board of Directors identified the following strengths, weaknesses, opportunities and threats for the club.

**Strengths:** An asset, practice, or situation that creates a competitive advantage for the club.

- **Facilities:** The overall quality, feel and condition of the golf course, clubhouse, fitness and other facilities.
- **Setting:** Beautiful/View.
- **Membership:** The members are friendly, compatible, open and engaging.
- **Management:** The management team is effective and responsive.
- **Fiscal stability.**
- **Leadership:** The Board and other club leaders are engaged and they are open to member input.
- **Ladies' Group:** The Ladies' Group is an established and active network.
- **The Men's Senior Group** is an established and active network.

**Weaknesses:** A deficiency of the club that creates a competitive disadvantage.

- **Culture:** The culture of the club is still evolving.
- **Clubhouse and Recreational Facilities:** The present layout and space utilization is unable to provide the functionality and flexibility to meet member lifestyles; i.e. the capabilities of the kitchen, the golf practice area.

- Membership Development: There is room for improvement as the members have yet to become the sort of active, engaged ambassadors working for the recruitment and inclusion of new members that is necessary in a member-owned private club.
- Youth Activities

**Threats:** A situation where a failure to respond leads to a diminishment in performance or loss of competitive presence.

- Membership: The failure to build a waiting list for membership would prevent the club from maintaining its financial footing or accumulating adequate reserve funds.

### **EXISTING SITUATION (continued)**

- Economy: Deteriorating economic conditions could lead to increases in the number of members that want to sell their membership which affects operations throughout the club. A growing “sell list” exacerbates the difficulties in attracting new members who may defer decisions about membership due to concerns about stability
- Becoming a golf club for seniors; failing to remain an attractive country club for all age groups, not appealing to all market segments.
- Making changes in policies, programs or finances that drive members away from the club.
- Increased competition causing reduced use or forcing club to increase outside use.

**Opportunities:** An area where the club has the opportunity to improve satisfaction or its competitive position.

Based on the review of internal and external data on membership and club trends, the Board of Directors and Strategic Planning Committee identified the following issues as the Strategic Challenges that the club will need to address in the future to fulfill the members’ desire for a high quality, comprehensive total family country club experience:

- *Engaging Member Programs and Social Events:* Offer programs and events that foster camaraderie and encourage frequent member participation.
- *Enhancement and Maintenance of Our Facilities:* Develop long range plans for the maintenance, improvement or expansion of the golf course, clubhouse and recreational facilities.
- *Maintain or create the environment where members gain satisfaction from the Club experience*
- *Effective Communication*
- *Membership Structure and Development:* A full membership that actively uses the club is the key to Serrano Country Club’s social and financial success. As such, the membership initiatives must address strategies and action items that:
  - ◆ Build a waiting list for membership.
  - ◆ Grow the Non-Golfing member categories.
  - ◆ Make the club more inviting and welcoming to guests and prospective members.
  - ◆ Increase existing member use and retention.
  - ◆ Encourage members to become involved in membership marketing process.
  - ◆ Offer policies that are consistent, balanced and appropriate for the type of active, total family-oriented club that Serrano Country Club is to become.
  - ◆ Identify opportunities to host special events that generate positive perceptions about the club in the surrounding communities.

- *Stewardship of Our Finances:* Prepare a long range financial plan for operations and capital expenditures and to build a reserve fund.
- *Culture:* Develop and perpetuate loyalty, pride, satisfaction and engagement on mission, beliefs, behavior, policies and practices of Serrano.
- *Informed Decision Making:* Collect internal and external data on attitudes, usage and satisfaction and use it in decision making.

### ***Engaging Member Programs and Social Events***

**Challenge:** Offer engaging member programs and social events that foster camaraderie and encourage frequent member participation.

#### ***Action Items 2015***

- ◆ Continue with the youth social committee and target youth activities. **Social Committee**
- ◆ Continue offering smaller events targeting specific interest groups as part of the event year. Some of these events will specifically target families. **Social Committee**
- ◆ Continue to target communication distribution lists for events so that those with special interests will be routinely invited to participate in their area of interest. **Social Committee**

### ***Enhancement and Maintenance of Our Facilities***

**Challenge:** Develop Long Range Plans, cost effective maintenance, improvement, or expansion of the golf course and practice facilities, clubhouse, and recreational facilities.

#### ***Action Items 2015***

- ◆ Educate the members on why we need a master plan along with the operational challenges we have to meet their expectations on quality of food and service when doing simultaneous events along with member service. Offer a tour of the club facilities as needed or requested. Assemble the recommended solution into an informative program. **Board**
- ◆ 19th Hole relocation completed cost and recommend timing. **Special Board Committee.**
- ◆ Expanded and improved pool complex that invites members to spend additional time through items like more shade patio, expanded food and beverage offerings, entertainment and children's programs, additional seating area. **Special Board Committee**
- ◆ Use the recently completed Asset Reserve Study to assure adequate reinvestment in major facility repair and maintenance over the next decade. Ensure it is budgeted in 2016. **Finance**
- ◆ Complete an irrigation replacement study to identify costs and timing for replacement. Identify how to fund the replacement. **Finance Committee**
- ◆ Communicate to the membership the importance to maintain the bunkers. **Golf Committee, Green Committee**  
Completed on numerous occasions

- ◆ Study the kitchen inadequacy and identify if there is a need for expansion or are there other solutions that will assist members service. **Special Board Committee**
- ◆ Review the possibility of expanding the courtyard between the pool and locker rooms to provide more kids activities. **Special Board Committee**
- ◆ Remove bent grass from approaches and over seed with rye grass. **Green Committee**
  
- ◆ Practice areas that provide a complete range of golf shots. Areas must accommodate the typical types of golf shots and surfaces expected on the golf course. Facilities for training and teaching must be available year round.
  - Expansion of short game chipping (see Robert Trent Jones Design)
  - Consider relocation of #9 green closer to clubhouse. This will allow for more acreage to expand practice facilities
  - Addition of a year round indoor teaching center. **Green Committee**
- ◆ Consider planting on hole #11 with the Club logo. **Green Committee**
- ◆ Consider water features in lake on hole #3 and #15. **Green Committee**
- ◆ Review golf course master plan and selection of Fescue. **Green Committee**
- ◆ Identify a program to encourage members to maintain the golf course bunkers and divots. **Green Committee**
- ◆ All Committee members will tour the Club facilities to gain a better understanding of the deficiencies and challenges of the Club layout. **All Committees**

#### *Membership Structure and Development*

**Challenge:** A full membership that actively uses the Club is the key to Serrano Country Club's social and financial success.

#### **Action Items 2015**

- ◆ Survey the membership regarding the need for childcare. **Membership Committee**

#### *Policy Review*

**Challenge:** To offer policies that are consistent, balanced and appropriate for the type of active, total family-oriented Club that Serrano Country Club is to become.

#### **Action Items 2015**

- ◆ Review all the current rules and policies of the Club to ensure they are current and meet the needs of the membership. **Rules Committee**
- ◆ Review current policy on tardiness for group X classes. **Sport Committee**
- ◆ Review the group X reservation policy (7 days in advance) and consider online reservations. **Sport Committee**

### *Stewardship of Our Finances*

**Challenge:** Prepare a long range financial forecast for operations and capital expenditures and to build capital reserves.

#### **Action Items**

- ◆ Continue to provide the membership with quarterly financial update. **Finance Committee**
- ◆ Contact McMahon Group and identify the cost to update the Reserve Study.

#### **Action Items Future Date**

- ◆ Every five years review and update the reserve study report. **Finance Committee**

### *Culture*

**Challenge:** Develop and perpetuate agreement on mission, beliefs, behavior.

#### **Action Items 2015**

### *Informed Decision Making*

**Challenge:** Collect internal and external data on attitudes, usage and satisfaction and use it in decision making.

#### **Action Items 2015**

- ◆ Continue to conduct exit interviews with resigning members to identify. **General Manager**
- ◆ Collect and use data generated by the club's Jonas accounting system to identify member use, spending and program support. **General Manager**

#### **Action Items Future Date**

- ◆ Conduct a comprehensive strategic planning survey every five years to identify member desires, lifestyles and future demands. **Board**
- ◆ Test their level of support for the Strategic Plan through a member survey and identify price sensitivity. **Board**

**\*\*\*END OF REPORT\*\*\***