



STRATEGIC PLAN 2022-2027

The intent of this Strategic Plan is to provide a visionary roadmap and overarching goals for the Indian Creek Yacht and Country Club for the years 2022-2027. This succeeds the Club's Strategic Plan 2017-22. The goals and objectives articulated in this document provide the framework for the growth, success and increased value of the club.

VISION

Be the premier private club in the Northern Neck and Middle Peninsula, where lifelong friendships begin.

MISSION

Provide our Members with exceptional recreational, social and dining experiences in a fiscally sound manner to create a first-class environment and pride in our Club.

CORE VALUES

COMMUNITY

We offer a warm, welcoming, and comfortable place to enjoy friends, family, hospitality, and camaraderie.

QUALITY

We offer a broad range of high-quality amenities, products, and services to appeal to members' wide range of interests.

INTEGRITY

Members, management, and staff act with honesty, respect, and in the best interests of the Club at all times.

DIVERSITY

We welcome diversity in our membership.

STEWARDSHIP

As Member-Owners, we seek to ensure the effective and responsible use of our natural, financial, and people resources.

CULTURE

As Member-Owners, we constantly strive to add value to our experience and investment in the Club.

GOVERNANCE

Indian Creek Yacht and Country Club is a 501(c)(7) IRS designated organization. This tax designation is for social clubs that are organized for pleasure, recreation, and other nonprofitable purposes.

The Club is governed by a Board of Directors consisting of 12 stockholding members with 3-year staggered terms. There are 11 committees chaired by a member of the Board of Directors: Food, Beverage & Entertainment; Finance; Golf; Greens & Grounds; House; Membership; Racquet Sports; Governance; Planning; Yachting and Risk Management. A 12th Committee, Audit, is chaired by a non-Board member. The day-to-day operations of the club are managed by a full-time General Manager, and a staff. The By-Laws and Constitution of the Club may be found on the web site, www.icycc.com.

MAJOR GOALS

- I. Increase membership in ICYCC by attracting new members and improving retention of current members.**
- II. Ensure ICYCC has first class, exciting facilities and amenities that enhance the quality member experience.**
- III. Implement a fiscal strategy and Capital Plan that supports improvement and growth to ensure the long-term viability of the Club.**
- IV. Consistently and efficiently produce the best quality member experience, in keeping with the annual Financial Plan.**

GOAL I:

Increase membership in ICYCC by attracting new members and improving retention of current members.

RATIONALE:

Members, member dues, and initiation fees are the lifeblood of the Club. The satisfaction of current members is paramount. Recognizing that new members bring both initiation fees and monthly dues to the Club, thus contributing to investment capital, marketing and new member outreach should be aggressive and include all the great reasons for joining Indian Creek. Increases in new members and a larger retention rate of current members both lead to greater Return on Equity that benefits all.

RESPONSIBILITY FOR IMPLEMENTATION:

Lead -- Membership Committee, with full participation of House Committee, Entertainment Committee, all sports committees, & General Manager.

OBJECTIVE**I.1. Develop a membership growth strategy and action plan.****INITIATIVES:**

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
I.1.A. Widen the net: increase the number of prospects who consider joining the club.				
I.1.A.a.	Develop and/or update a membership growth strategy and action plan for each year.	Membership Director Membership Committee Chair Committee	November 30 of each year	<ul style="list-style-type: none">• Full Member Equivalents (FME) increases – the goal is 52 for 2023-2024• Full member Turnover Percentage decreases• New member sales & close ratio• Initiation fees collected increases

				<ul style="list-style-type: none"> • Membership increases by a minimum of 3%
I.1.A.b .	Develop a strategy to find new prospects.	Membership Director Membership Committee Chair Committee	November 30 of each year	<ul style="list-style-type: none"> • Proposed plan to be brought to full Board and implemented prior to late spring/early summer recruiting season

I.1.B. Increase the yield: educate and inform new members of opportunities to enhance their Club experience.				
I.1.B.a.	Strengthen the Membership/On Boarding program to ensure that all prospects and new members receive direct member mentorship.	Membership Director Membership Committee Chair Committee	On-going	<ul style="list-style-type: none"> • Increased club use • New Member Orientations • New Member Follow up with a Club Ambassador
I.1.B.b.	Encourage current members to entertain friends who could be prospective Club members.	Entire Board	Ongoing	<ul style="list-style-type: none"> • Implement New Prospect Recruitment Campaign/Referral Spring 2023
I.1.B.c.	Encourage positive outreach into the community by Club members/Club leadership	Entire Board	Ongoing	<ul style="list-style-type: none"> • Membership Director to contact key community leaders and key influencers. Schedule outreach opportunities to meet with ICYCC leadership and members to strengthen ties to the community. • Job Fair with NN Tech Center • Realtor Appreciation Luncheon

I.1.B.d .	Develop a series of events which can be used to cause interaction of prospects with the membership. These can include: Small receptions Attendance at special events and dinners The opportunity to use golf and tennis facilities.	Membership Director Membership Committee Chair Entertainment Committee Chair Entertainment Committee Membership Committee Sports Committees	December 31 annually	<ul style="list-style-type: none"> • Number of events – New Member Orientation, Member for a Day, Off site ICYCC event participation, Sports programs • Number of prospects entertained • Number of recorded referrals
I.1.B.e.	Develop an annual marketing plan and budget which promotes the club and highlights the “brand”.	General Manager Membership Director Membership Committee Chair	December 31 annually	<ul style="list-style-type: none"> • Print Media placements • Social Media placements

OBJECTIVE

I.2. Increase membership satisfaction and retention, ensuring that new members are properly welcomed, and all members are delighted with their Club experience.

INITIATIVES

I.2.A.	Coordinate with the FB&E and Sports Committee events to increase member excitement and participation.	Membership Committee Chair FB&E Committee	Ongoing	<ul style="list-style-type: none"> • Increase member participation through introduction of the Passport Program • Membership Retention Plan developed and executed • New Member on-boarding process • Determine satisfaction through surveys • New Member introductions by GM or ICYCC President a
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				large member events (Concerts on the Lawn, NYE) <ul style="list-style-type: none"> • Focus on Customer Service which delights the customer
I.2.B.	Evaluate interest in Young Member and Individual Member groups. These groups provide guidance on the issues that younger members and individual members have regarding joining as well as programmatic needs once they have joined.	Membership Committee Chair Membership Director	Ongoing	<ul style="list-style-type: none"> • Increased membership from younger and individual members • More participation in programs designed by and held or younger and individual members

GOAL II:

Ensure ICYCC has first class, exciting facilities and amenities that enhance the quality member experience.

RATIONALE:

Having a wide variety of activities that reflect current trends, excellent food, and eye-catching new and updated facilities (all amenities of the club including structures and grounds) helps make the Club relevant to prospective members and increases usage by and retention of current members. Broadened amenities (such as dining and activities) and updated and expanded attractive facilities are critical to growth and the well-being of the Club.

RESPONSIBILITY FOR IMPLEMENTATION:

Lead – Planning Committee, with active participation of House Committee, Greens and Grounds Committee, sports committees, and General Manager.

OBJECTIVE

II.1. Lead the effort to update the ICYCC Strategic Plan every 5 years, communicate content and updates on progress to members, and develop procedures to plan and implement new capital projects and purchases.

INITIATIVES:

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
II.1.a.	Conduct an annual review of the Strategic Plan with the BOD to determine if adjustments are needed for the upcoming 12 months.	Planning Committee Chair	January of each year	<ul style="list-style-type: none">• BOD meets & decides on modifications, if needed (Completed Jan. 2023)
II.1.b.	Develop procedure for Committees to update/add Initiatives to SP and report on accomplishments in electronic format. Updates reported on regular basis.	Planning Committee Planning Committee Chair General Manager	July 2023	<ul style="list-style-type: none">• New procedure operational and changes appear on website
II.1.c.	Issue easy-to-read pamphlet on the 2022-2027 SP for members & prospective members: update the Executive Summary; and communicate SP accomplishments to members on a regular basis.	Planning Committee Chair SP Team	July 2023	<ul style="list-style-type: none">• Pamphlet & Executive Summary produced
II.1.d.	Assist Risk Management and other Committees to develop specific Risk Management Objectives and Initiatives in appropriate areas.	Planning Committee Risk Management Chair Other Chairs as needed	September 2023	<ul style="list-style-type: none">• Risk Management Objectives & Initiatives incorporated in SP
II.1.e.	Modify PC procedures & Capital Projects & Purchases Handbook to include Risk Management as appropriate.	Planning Committee Chair	October 2023	<ul style="list-style-type: none">• Procedures & Handbook modified as appropriate

OBJECTIVE

II.2. Assist in the planning and development of new capital projects and purchases.

INITIATIVES

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
II.2.a.	Assist the standing committees and Champions by providing guidance on submitting projects and capital expenditures to the Planning Committee.	Planning Committee Chair Planning Committee	Ongoing	<ul style="list-style-type: none">Decisions on capital projects/purchases made with complete information so as to avoid multiple iterations
II.2.b.	Provide assistance in finalizing plans for the ICYCC Pavilion and new racquet courts	Planning Committee Chair Planning Committee Project Champions	July 2023	<ul style="list-style-type: none">Pavilion ready for construction in 2023
II.2.c.	Continue to assist in development of plans for siting and design of the swimming pool, outdoor racquet courts, golf improvements, and fitness center.	Planning Committee Chair Planning Committee Project Champions	Ongoing	<ul style="list-style-type: none">Projects move forward to next phase as finances allow

OBJECTIVE

II.3. Properly maintain and improve current facilities and grounds.

II.3.a.	Based on the Capital Reserve Study (completed in 2022), other financial information, and the creation of the Capital Asset List, develop the process to specify Committee and GM roles in preparing and setting priorities for the CAL.	Planning Committee Chair Planning Committee Committee Members as directed	July 2023	<ul style="list-style-type: none">Process for development of priorities approved by BOD
II.3.b.	As needed, conduct training workshops for committee members and management staff on the use and maintenance of the Capital Asset List and on the need for the CAL to be updated on an annual basis.	Planning Committee Chair Planning Committee Committee Members as directed	Ongoing	<ul style="list-style-type: none">Initial training in January 2023 (completed) and continuation through the year as needed

II.3.c.	As needed, assist the committees in updating their capital proposals on an annual basis to include their developing justifications for replacement items and identifying priorities to recommend to the PC, FC and BOD.	Planning Committee Chair Planning Committee Committee Members as directed	Ongoing	<ul style="list-style-type: none"> CAL updated by December 2023
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OBJECTIVE

II.4. Implement a stewardship plan for Club facilities and grounds.

II.4.a.	Maximize energy efficiency of Club operations.	General Manager Golf Course Superintendent Bridge House Committee Racquet Committee Green and Grounds Committee	Annual review by Management and Committees for updates.	<ul style="list-style-type: none"> Documentation of current distribution, use, and costs through regular review of monthly consumption and annual review of trends Ongoing review of energy efficient options for plant and equipment.
II.4.b.	Minimize the use of potable and non-potable water consumption across the ICYCC facilities and grounds, including water availability and integrity of the water system.	General Manager Golf Course Superintendent House Committee Racquet Committee Green and Grounds Committee	Annual review by Management and Committees for updates.	<ul style="list-style-type: none"> Documentation of current distribution, use, and costs through regular review of monthly consumption and annual review of trends. Adequate water sources are available to maintain ornamental plantings during dry periods. Waste is eliminated to the extent possible
II.4.c.	Maximize opportunities for recycling operations and opportunities across all ICYCC facilities.	General Manager Food and Beverage Manager Executive Chef Golf Course Superintendent Head Golf Professional Port Captain	Annual review by management and Committees for updates.	<ul style="list-style-type: none"> Document current recycling efforts including at outdoor events and at the Marina and improve upon them. Document and maintain a process for tracking recycling

		Coordinate with Food and Beverage House, and Green and Grounds Committees		<p>and waste management operations and costs.</p> <ul style="list-style-type: none"> • Maximize use of biodegradable and recyclable products, including for take-out and take-home foods
II.4.d.	Implement and regularly update the Integrated Pest Management (IPM) and Best Management Plan (BMP) to ensure ICYCC meets or exceeds current environmental rules and regulations.	General Manager Golf Course Superintendent Port Captain Green and Grounds Committee House Committee	Annual review by management and Committees for updates.	<ul style="list-style-type: none"> • Document and maintain a process for ensuring continued compliance and improvement where appropriate. <ul style="list-style-type: none"> • Periodic internal environmental audits
II.4.e.	Reduce the carbon footprint of equipment, including through electric and hybrid applications.	Golf Course Superintendent	As needs for new and replacement equipment occur and subject to availability of equipment and available resources.	<ul style="list-style-type: none"> • Greater fuel efficiencies and reduction in use of gasoline and diesel fuels. <ul style="list-style-type: none"> • Monitor year over year fuel use.
II.4.f.	Provide regular communication with members on environmental initiatives at the Club.	Membership Director Membership Committee	Regularly communicate through annual and periodic reporting.	<ul style="list-style-type: none"> • Increased awareness of members of environmental stewardship measures underway. <ul style="list-style-type: none"> • Periodically update the Stewardship Report
II.4.g.	Enrich wildlife habitat.	Golf Course Superintendent with volunteers as designated by the Garden Group. Butterfly counts by Northern Neck Native Plant Society and Northern Neck Master Naturalists, TBD bee specialist	Monitoring bluebirds annually April-September on a weekly basis. Reporting is	<ul style="list-style-type: none"> • Increased presence of wildlife documented through the year-end reports to the Greens and Grounds Committee, Northern Neck Master Naturalists, Virginia Bluebird Society and Cornell University

			done on a yearly basis.	<ul style="list-style-type: none"> •
II.4.h.	Identify ways to improve lower cost and sustainability in Club landscaping.	Golf Course Superintendent, Green and Grounds Committee	Ongoing.	<ul style="list-style-type: none"> • Monitor <i>and report</i> establishment of programs. <ul style="list-style-type: none"> • Achieve increased member satisfaction with Club grounds as measured by a survey of the members
II.4.i.	Establish and maintain records of plantings, purchases, and plans for the entire property, including management of Northern Neck Audubon grant for the purchase of native plants and trees.	Golf Course Superintendent Green and Grounds Committee	Annual report of the Green and Grounds Committee, and to the Northern Neck Audubon at end of each calendar year.	<ul style="list-style-type: none"> • Reports submitted to and maintained by Superintendent and in the Green and Grounds Committee annual report
II.4.j.	Create and maintain a Garden Group of member volunteers to assist in keeping the grounds in good order throughout the year.	Golf Course Superintendent Green and Grounds Committee The composition and responsibilities of the Group will be provided to the Green and Grounds Committee	Membership and responsibilities identified by April 1 each year. Activities ongoing.	<ul style="list-style-type: none"> • Documented improvements to the appearance and health of the grounds through Member Survey.
II.4.k.	Create a central and continuing repository for reporting on implementation of stewardship initiatives that are carried out under the Strategic Plan.	General Manager Golf Course Superintendent Chair Green and Grounds Committee	Annual.	<ul style="list-style-type: none"> • Implementation reports to be provided to the Superintendent and Green and Grounds Committee chair. • Reports will be appended to the Committee meeting minutes in the Club records.

GOAL III:

Implement a fiscal strategy and Capital Plan that supports improvement and growth to ensure the long-term viability of the Club.

RATIONALE:

To refresh and build new amenities, as well as keep up with general maintenance and operating expenses, the Club needs to deploy a financial strategy that uses its sources of income in a comprehensive and disciplined way.

RESPONSIBILITY FOR IMPLEMENTATION:

Lead – Finance Committee.

OBJECTIVE**III.1. Develop and Sustain a Value Creation Culture.****INITIATIVES**

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
III 1.a.	Maintain a dues (member, golf, racquet, yachting) engine that provides for high value amenities and service.	Finance Committee Membership Committee Staff	Annually	<ul style="list-style-type: none">Dues Ratio above 53% and on an upward trend

III 1.b.	Increase the Club's Net Worth by establishing and maintaining an integrated capital plan for all sources (capital dues, initiation fees, gifts, asset sale, other) and uses (new construction, expansion, renovation, replacement).	Finance Committee Planning Committee	10-year plan adjusted annually	<ul style="list-style-type: none"> Unrestricted Net Assets increasing Total Capital Income increasing year over year Net Available Capital Ratio $\geq 15\%$ ROE = increasing toward 13%
III.1.c.	Monitor F&B results, particularly COGS, to adhere to the ratio established in the annual budget.	Finance Committee General Manager	Monthly	<ul style="list-style-type: none"> Budget P&L results communicated to Finance Committee monthly
III.1.d.	Monitor Golf Program results including Green & Grounds Committee per budget and year over year comparison.	Finance Committee Golf Committee Green & Grounds Committee General Manager	Monthly	<ul style="list-style-type: none"> Budget P&L results communicated to Finance Committee monthly

OBJECTIVE

III.2. Communicate financial information for operations and capital with the membership.

INITIATIVES

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
III.2.a.	Publish annual budget, quarterly P/L and balance sheet, annual tax report, 10 yr. capital plan. (Sources & Uses).	Financial Chair, work with PC chair regarding Uses	Quarterly/ Annually	<ul style="list-style-type: none"> Published on Web Site

GOAL IV:

Consistently and efficiently produce the best quality member experience in keeping with our annual financial plan.

RATIONALE:

Improved efficiency and staff retention results in improved quality of product and customer service. This, in turn, increases Club usage by members, fosters retention, and attracts new members.

RESPONSIBILITY FOR IMPLEMENTATION:

Lead – Food and Beverage, with active participation of House Committee, Finance Committee, and sports committees.

OBJECTIVE

IV.1. Ensure there is improved efficiency, quality and range of products and services, and provide first class customer service. (Aligns with Goals I.1 & I.2.)

INITIATIVES**Club-wide**

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.1.a.	Establish employee recognition programs that reward and recognize outstanding staff contributions.	General Manager	March 1 Annually	<ul style="list-style-type: none">Review with Employee Benefits committee
IV.1.b.	Ensure consistency between what services are advertised and what is delivered.	General Manager Each Committee as appropriate	Ongoing	<ul style="list-style-type: none">Smoke Signals and TWATC reflect current information

Food & Beverage (F&B)

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.1.FB.a.	Improve efficiency by streamlining operations wherever possible.	General Manager F&B Director F&B Committee	Ongoing	<ul style="list-style-type: none"> Identify ways to improve efficiency, particularly using electronic media. Institute one-step electronic system to take orders & send to kitchen
IV.1.FB.b.	Maintain and improve staff training, retention programs and policies.	General Manager F&B Director	Annual	<ul style="list-style-type: none"> Annual assessment of staff quality and retention. Documented Staff training/team building sessions

Golf

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.1.G.	Improve efficiency by streamlining operations wherever possible.	Head Professional Golf Course Superintendent	Daily management, Annual Budget	<ul style="list-style-type: none"> Measure operations against the annual operating plan and budget to identify efficiency
IV.1.G.a.	Utilize and expand available technology to ensure staff has the tools to meet expectations.	Head Golf Professional Golf Course Superintendent	March 1 annually	<ul style="list-style-type: none"> Measure operations against the annual operating plan
IV.1.G.b.	Improve staff retention and job satisfaction through improved training and recognition programs.	Head Golf Professional Golf Course Superintendent	March 1 Annually	<ul style="list-style-type: none"> Calculate staff turnover

IV.1.G.c.	Ensure consistency between what services are advertised and what is delivered.	General Manager Head Golf Professional	Ongoing	<ul style="list-style-type: none"> Smoke Signals and TWATC reflect current info
IV.1.G.d.	Restructure Committee to increase efficiency and effectiveness in oversight of the golf program.	Golf Chair & Committee	2 nd quarter 2023	<ul style="list-style-type: none"> Increased ability to address club-wide golf matters

OBJECTIVE

IV.2. Ensure membership satisfaction with Club operations and programs.

INITIATIVES

Food and Beverage

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.2.FB.a.	Consistently provide quality and tasty food for all meals.	F&B Director Executive Chef	Ongoing	<ul style="list-style-type: none"> Members consistently rate the quality of food served as Very Good or Excellent in comment cards and surveys
IV.2.FB.b.	Enhance dining experiences by offering a variety of quality meals.	General Manager F&B Director F&B Committee	Monthly	<ul style="list-style-type: none"> Compare the number of meals sold in current FY and previous FY in each dining venue Product Mix report to identify best sellers Net F&B to Gross Product Ratio
IV.2.FB.c.	Increase member satisfaction with service	F&B Director	Ongoing	<ul style="list-style-type: none"> Reviews of membership feedback via the website

				<ul style="list-style-type: none"> • Feedback from the F&B focus group • Annual survey of member satisfaction
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Golf

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.2.G.a.	Provide quality experiences and services that will attract new members and satisfy and retain current members.	General Manager Head Golf Professional	Daily, weekly, and monthly	<ul style="list-style-type: none"> • Monthly review by Golf Committee of Golf Membership • Golf Membership • Golf rounds • Golf dues
IV.2.G.b.	Develop and issue a comprehensive survey for golfers.	Golf Committee Master Pro	Issue yearly at end of golf season	<ul style="list-style-type: none"> • Determine interests and issues for following season
IV.2.G.c.	Develop and implement of programs and events to gain exposure of ICYCC	Head Golf Professional Golf Committee	Annually	<ul style="list-style-type: none"> • Scheduling events for a variety of audiences, from High School Golf Programs to Invitations, VSGA, etc.

Racquet

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.2.R.a.	Develop a membership growth and retention strategy and action plan.	Racquet Committee	ongoing	<ul style="list-style-type: none"> • Increased membership
IV.2.R.b.	Develop programs to increase interest and excitement for racquet sports.	Head Racquet Professional Racquet Committee.	6/year	<ul style="list-style-type: none"> • List new programs • Increased participation in racquet sports

IV.2.R.c.	Develop ways to increase interest in racquet competitions.	Head Racquet Professional	Yearly	<ul style="list-style-type: none"> Increased participation numbers
IV.2.R.d.	Develop a comprehensive communication strategy that will keep both racquet and club members informed on current and upcoming events.	Racquet Committee Membership Director Head Racquet Professional	End of 2021	<ul style="list-style-type: none"> Monthly reviews by Racquet Committee

Yachting

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.2.Y.a.	Conduct a variety of events and cruises to inform and entertain members, such as off-season educational events, dances and social events, on-the-water events including overnight cruises of various lengths, small boat events, flag raising, sock burning, progressive dinners, etc.	Commodore Bridge	Continuing-year-round Calendar of Events issued March 2021	<ul style="list-style-type: none"> Bridge evaluates success after each event's completion (results rolled up as a component of the Yacht Club Event Attendance Goal and Member Participation Goal at the end of each quarter) Conduct Member Survey in December 2021
IV.2.Y.b.	Publicize Yacht Club events & cruises to members & ICYCC at large to encourage participation in & awareness of these events and cruises among ICYCC members and to promote awareness of ICYC to prospective members.	Vice-Commodore Membership Director Commodore	Blast emails on major events; "Smoke Signals" monthly & "This Week at the Creek" and posters as appropriate	<ul style="list-style-type: none"> Blast emails, submissions to "Smoke Signals," & submissions to "This Week ..." as appropriate Discuss feedback at monthly Bridge meetings
IV.2.Y.c.	Continue the success of the annual summer sailing camps for junior sailors.	Sailing Master	Ongoing throughout	<ul style="list-style-type: none"> Bridge evaluates the success of sailing camp

			summer season.	at end of season. Compare # of participants from year to year, & discuss feedback
IV.2.Y.d.	Manage to ensure high quality & improve Club docks, marina, bathhouse & pavilion.	Port Captain General Manager	Ongoing throughout summer season.	<ul style="list-style-type: none"> • Bridge evaluates conditions of docks, marina, bathhouse & pavilion at each monthly meeting. Key items to monitor for quality include safety, tidiness, & cleanliness • Seek leaseholder feedback at slipholder meetings and an annual mid-summer survey of slipholders
IV.2.Y.e.	Maintain good reciprocity relations with other Yacht Clubs, ensuring good experiences by visiting YC's and comparable experiences when ICYC members visit other clubs. Includes assisting docking & welcoming reciprocal visitors.	Vice Commodore Port Captain	Continuous throughout the summer yachting season.	<ul style="list-style-type: none"> • Track number of visiting clubs from year to year • Track number of transients from each visiting club • Discuss feedback at Bridge meetings
IV.2.Y.f.	Pursue Pavilion Upgrade (per Goal II, 2.1). Issue RFP Undertake Fundraising	Pavilion Upgrade Committee Planning Committee	RFP for project plans issued Spring '21 Bids reviewed & contractor selected Summer 21.	<ul style="list-style-type: none"> • RFP issued; • Design contractor chosen • Design and construction-ready drawings produced

OBJECTIVE

IV.3. Develop ways to measure the impact of new amenities, including facilities.

INITIATIVES

Golf

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.3.G.a.	Compare the number of members and golf members by FY.	Head Golf Professional	Annually	<ul style="list-style-type: none">• Golf Committee review
IV.3.G.b.	Capture member satisfaction via surveys and evaluations.	Head Golf Professional	Annually on October 1.	<ul style="list-style-type: none">• Golf Committee review

Racquet

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
IV.3.R.a .	Ensure accurate data collection for court usage (hours), member attendance, cancellations, and other critical monthly reporting statistics on both indoor and outdoor racquet courts.	General Manager Head Racquet Professional	6/2021	<ul style="list-style-type: none">• Kiosk data

Yachting

<u>Number</u>	<u>Action</u>	<u>Responsibility</u>	<u>Timetable</u>	<u>Evaluation</u>
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IV.3.Y.a .	Develop measures of impact of the dock expansion project in 2019.	Commodore	Annual Evaluation	<ul style="list-style-type: none"> • Number of new members attracted by new slips. • Occupancy rate. • Increase of long-term slip leases
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IMPLEMENTATION

Leaders for each Goal are as follows:

GOAL I – Membership Chair

GOAL II – Planning Chair

GOAL III – Finance Chair

GOAL IV – Food and Beverage Chair

The Board of Directors will review the Strategic Plan annually to determine if any changes to the Goals and Objectives are needed in response to evolving circumstances.

Committees are responsible for developing Initiatives each year to further the achievement of the Objectives and Goals.

The Board of Directors must approve any changes to Goals and Objectives. Committee Chairs may amend their Initiatives at their discretion.

In reviewing and amending Initiatives, Committee Chairs will determine 1) which Initiatives are complete and may be removed (and also capture accomplishments); 2) which Initiatives are ongoing and should be retained; and 3) which new Initiatives should be pursued in the upcoming Fiscal Year. This essentially becomes the Committee's annual workplan. Initiatives should be aspirational rather than operational; they should identify key activities rather than day-to-day responsibilities.

Initiatives will include:

- Specific actions to implement each Goal/Objective.
- Responsible party.
- Timeframe.
- Evaluation measures (how success will be determined).

Annual Initiative plans are critical to the success of the Strategic Plan, and will ensure the continuity and consistency that will make the Plan a meaningful, living document.

In Year 4 of the Strategic Plan, the Strategic Plan for the next 5 years will be developed so that progress can continue seamlessly.

Al Ross, President
October 31, 2021