



Idaho Golf Association

2024-2028 Strategic Plan

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BACKGROUND

The Board of Directors of the Idaho Golf Association commissioned Club Benchmarking, a private club industry consulting firm, to facilitate a strategic planning process intended to create a roadmap for the IGA over the next five years.

Steve Mona, Club Benchmarking's Director of Governance & Leadership led the process, which included the following:

- 10 Board Members and the Executive Director participated in virtual interviews between August 28 and September 11.
- 13 members and six staff members participated in Focus Group sessions on September 5 and 6.
- 24 members of 158 invited (15% response rate), participated in an online survey between September 1 and 17.

Of those who participated:

- 63.8% were male; 36.2% were female
- The mean number of years as an IGA member was 16.8
- The mean age of participants was 52.8
- The IGA Board, along with the Executive Director and a representative of the PGA Section, participated in a strategic planning session on September 29 and 30.
- IGA Board members Kris Fenwick, Melinda Howard and Teresa Coiner, along with Executive Director Caleb Cox, participated with Steve Mona in a review of the IGA strategic plan on October 24.
- Caleb Cox and Steve Mona reviewed a second draft of the IGA strategic plan on October 30.
- Kris Fenwick, Melinda Howard, Teresa Coiner and Amber Balbas provided input on third draft of strategic plan following Steve Mona/Caleb Cox October 30 session.
- Steve Mona and Caleb Cox developed a third draft of strategic plan for review by the Board on November 11.
- The IGA Board reviewed, provided feedback and approved the strategic plan on November 11.

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Following is the Idaho Golf Association's 2024-2028 Strategic Plan:

SWOT ANALYSIS

IGA's Board evaluated the Strengths, Weaknesses, Opportunities and Threats confronting the Association. Following is a summary of the Board's deliberations, including the one area from each category it will focus on initially:



STRENGTHS

- Strength: What the Idaho GA excels at that is within its control and what separates it from its competition.

Following are IGA's strengths:

- The staff team – Led by Caleb Cox, we have a team of qualified, passionate and committed professionals. We are responsive to the needs of our member clubs and provide a wide variety of services. We have also improved our outreach and communications to our membership.
- Our championships – They are very well-run and project a positive image on behalf of the IGA.
- Course Rating and Handicapping – We do both very well in areas that are quite visible to our members and member clubs.
- Idaho Junior Tour – We own and operate the IJT. Juniors are our future, and we are heavily invested in creating playing opportunities across the state.
- Financially stable – We run our business well and our financial results reflect that.

Supporting and developing our talented staff team should specifically be emphasized, as our staff is the primary point of contact with our members and other stakeholders.

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WEAKNESSES

- Weakness: Areas within its control that prevent the Idaho GA from performing at its optimal level.

Following are IGA's weaknesses:

- Visibility with average golfers/member clubs – Our average member doesn't know what the IGA is or what it does. We are the provider of a handicap for many of our members. We have almost no visibility with the general golf public.
- Women's participation in tournaments – We don't reach all ages and abilities. Many women's events require personal invites to be able to get respectable entry numbers.
- Focus on Boise area – Because a large majority of our members are located in the Boise area, Eastern and Central Idaho are often left out. We are doing more to appeal to these areas, but the perception exists that we are a Boise-centric organization.
- Golf course availability for Championships – It is difficult to get access to our top clubs. As a result, we play our Championships at times during the week and on courses that don't attract significant numbers of players. Due to the current economic climate, clubs don't seem to be interested or capable of hosting IGA events at rates that we can make work.
- Limited participation among Board members– It feels like 20% of the people do 80% of the work. We have long tenures among some of our Board members, mostly due to no bench of willing and able replacements. We need to increase participation among our Board.

Improving our visibility should specifically be emphasized, as it is key to enhancing support for the programs of the IGA and to increasing membership. We need to make our member clubs aware of the benefits they receive from IGA membership.

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OPPORTUNITIES

- Opportunities: Favorable external factors that could give the Idaho GA a competitive advantage.

Following are the IGA's biggest opportunities:

- Improve our communications/marketing – We should be communicating with each of our 23,000 members, along with non-members. We could increase our membership significantly with better, more strategic communication.
- Leverage population growth in Idaho – People are moving to the state in large numbers. Let's be sure we get our fair share of golfers to join and engage with the IGA.
- Leverage our most committed members – Encourage those who participate in our events to promote IGA events to their circle of friends.
- Cultivate post high school demographic – Reach out to this group of potential members and participants, as they are the future of the IGA.
- Secure sponsorships -- Interest in golf is booming. Leverage that interest into sponsorships for our tournaments and other programs. Secure multi-year, high-profile sponsors in local communities where our tournaments are conducted.
- Leverage our PNGA relationship – It's a group of large, well-established associations that we could learn from and leverage to our benefit.

Leveraging the population growth in Idaho should specifically be emphasized, as it helps drive membership growth, increased participation in events and sponsorship growth.

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THREATS

- Threats: External forces that may adversely affect the success of the Idaho Golf Association.



Following are IGA's biggest threats:

- Economic slowdown/recession – Spending on golf will be reduced, leading to a loss in members and event participants.
- Population growth – Courses become overbooked, creating problems in securing quality venues for our events. Courses also raise rates because of the demand, leading to higher costs for our events.

An economic slowdown or recession should carefully be monitored, as it will have a negative impact on membership, participation and revenues flowing into the Association.

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MISSION

- Mission: Why the Idaho Golf Association exists, what kind of product or service it offers, its primary customers or market, and its geographical region of operation.

The Board agreed on the following mission statement:

- *"To engage, enhance and grow the Idaho golf community."*

VISION

- Vision: An imagined future that helps unite and motivate the Idaho GA's leadership to achieve it over time.

The Board agreed on the following vision statement:

- *"To enrich the lives of every Idaho golfer."*

CORE VALUES

- Core Values: The Idaho GA's fundamental beliefs and highest priorities that drive its behavior.

The Board agreed on the following core values:

- **Integrity** – Steadfast adherence to honesty, sportsmanship, professionalism and respect for the traditions of the game.
- **Leadership** – Developing and exhibiting the capability to deeply impact golfers and industry leaders alike.
- **Partnerships** – Developing strong, consistent and rewarding connections with our allied and other partners and individuals.
- **Operational Excellence** – Our commitment to providing all golfers and industry partners that we encounter the highest quality of experiences and services.
- **Commitment to Growth** – Growing involvement in the game through increased knowledge and access for all people.

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CULTURE

- Culture: A combination of highest priorities and practices at Idaho Golf Association that define it for members and employees and form its image.

The Board agreed that the following describes the IGA's culture:

- *"As a team, we seek to be experts in the game while applying our passion for golf, to uphold the mission of the IGA."*

BRAND

- Brand: The way the Idaho GA is perceived by those who experience it. The first thing you think of, or how you feel, when you see the IGA's logo or hear its name.

The Board agreed that the following describes IGA's brand:

- *"We are passionate about the game of golf and creating high quality opportunities for all levels of golfers to become more connected to the game."*



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STRATEGIC PILLARS

- Strategic Pillars: The broad areas around which the Idaho Golf Association's Board and senior management lead and manage the Association.



The Board agreed on the following strategic pillars:

- **Management and Staffing** – We plan, organize, coordinate and control resources to achieve specific goals and objectives in an efficient and effective manner. We mold our staff and culture by recruiting, training, and nurturing the right individuals to fill our various positions and roles.
- **Partnerships** – We partner with of our member clubs, allied associations and other industry leaders to help facilitate sustainable long-term growth and success of the golf industry and its allies.
- **Membership** - We provide USGA Handicap Indexes® as well as other tangible, valued benefits, to our member clubs and individual members.
- **Activities & Events** – We develop and implement a robust calendar of tournaments, events and educational sessions for the benefit of all of our member clubs, individual members and industry leaders.

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- **Finance** – We conscientiously steward the financial resources entrusted to us by our members through responsible budgeting and monitoring of our financial assets.
- **Governance** – In collaboration with our Board of Directors and staff, we direct the activities and future of the IGA in a transparent, responsible manner. We also oversee the Implementation of the USGA® Rules of Golf, World Handicap System™, and Course Rating™ System within the IGA’s regional jurisdiction territory as well as the Idaho Golf Hall of Fame.

GOALS

- Goals: Specific priorities that advance the Idaho GA’s mission and vision that focus on results, not tactics

The Board agreed on the following goals, in priority order, in support of the corresponding strategic pillars:

MANAGEMENT AND STAFFING

- Expand marketing capabilities (high priority)
- Increase visibility with both member and non-member golfers (high priority)
- Provide opportunities, through time and budget, for staff to improve in the area of expertise (high priority)

PARTNERSHIPS

- Cultivate relationships with the leaders of all IGA member clubs. Create partnerships with member clubs. Consider hosting an annual Club Officers’ Day and Women’s Associations’ Day (high priority)
- Develop a model to enable more clubs to be involved in hosting IGA events (high priority)
- Lock-in long-term sponsorships (medium priority)
- Enhance marketing of IGA membership (medium priority)
- Solidify long-term office/facility plans (medium priority)

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MEMBERSHIP

- Grow Membership to more than 30,000 members by 2028 (high priority)
- Develop a model to enable more clubs to be involved in hosting IGA events (high priority)
- Increase communication with members (high priority)
- Enhance marketing of value of IGA membership (medium priority)
- Increase involvement with non-traditional facilities (medium priority)

ACTIVITIES & EVENTS

- Increase participation in women's events (high priority)
- Develop realistic growth goals (membership, tournament participation, junior participation, etc.) (high priority)
- Continue developing programming for the IGA members who don't compete in IGA tournaments and Championships (medium priority)
- Expand number of Championships and events in Eastern Idaho (medium priority)
- Develop virtual education offerings (medium priority)

FINANCE

- Increase net cash flow (high priority)
- Lock-in long-term sponsorships (high priority)

GOVERNANCE

- Establish our own 501©3 charitable organization (high priority)
- Enhance Board structure – Recruitment, expectations, visibility. Conduct Board and staff retreat (high priority)
- Develop virtual education offerings (medium priority)