

LONG TERM STRATEGIC PLAN

February 2016



PGA

Northeastern New York Section



I. Mission Statement

The Northeastern New York PGA Section, our Officers, Board of Directors, Committee Members and staff exist in order to enhance the profession of our section members and grow the game.



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II. Strategic Vision

- A. We must be in constant pursuit of excellence and committed to enhancing, improving and maintaining the brand recognition of the NENY PGA Professional.
- B. A commitment to the area of junior golf must resonate throughout the section's leaders and membership as it is one of the most visible programs across all variety of member classifications and with section programming.
- C. With this commitment, the section has invested in building and branding an "Engagement of a Complete Junior Life Cycle" to provide direction to a PGA conducted instruction/playing opportunity while developing loyal local based golfers in our market to positively effect an increase in players of the game in our local and surrounding market.
- D. The primary strategy for any activity or program that the NENY PGA conducts must meet one or more of the following:
 - Protect and enhance the NENY PGA brand and PGA brand overall
 - Directly or indirectly help our NENY PGA Section Members
 - Develop new golfers, promote the game of golf and/or make it more fun and enjoyable;
 - Position the NENY PGA Professionals and our members as leaders in the business, teaching and playing of the game;
 - Strengthen the perception of the NENY PGA Member's value to facility owners and operators



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III. Core Business Section Areas

To accurately define and state what is expected in each specific business activity, the following must be incorporated into each decision and action plan that is conducted or implemented:

Education

Continue to offer local level section based education programs and training for NENY PGA professionals in relevant areas to 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.

Annual surveys to the members can be used to help determine if the offerings are on target and improving our member's business impact and performance.



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Core Business Section Areas

Employment

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.

Efforts in employment must be centered around continuing to gain a good understanding of the section's employment arena and building relationships with key industry stake holders by being inclusive with these individuals while enhancing the communication between professional's and staff/committee members of the resources available for our members.



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Core Business Components

Home Site

The Section's home site relationship with the Town of Colonie Golf Course via the Town of Colonie is of primary importance to the NENY PGA in our local community. To gain the most out of our home site relationship and to continue to provide benefits and be relevant to the Town of Colonie, the NENY PGA must maximize every opportunity related to our relationship.

Reinforcement from the section to our home site proprietor to do the same consistent efforts utilizing our own section and member resources when able should be encouraged.

The home site should be viewed as an investment in the community with the benefits of a green grass facility, who is supportive and share similar goals of growing the game and elevating the NENY PGA brand.



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Core Business Section Areas

Junior Golf

A focus on providing a full blown “Junior Golf Life Cycle” programming is paramount. Junior Golf is a critical area which currently allows for major areas of growth potential for both our NENY PGA member’s and Section programs. NENY PGA members must be engaged in this effort as they are the key driving force of the instructional element and many times the introduction to the game. The Life Cycle will begin at introduction of game via members localized introduction programs at their own facilities and the section’s avenues of Kids Play Golf; PGA Junior League growth, the NENY Junior Golf Tour and into future collegiate/amateur playing opportunities.

Included in this element, the section can focus on championing the goal of increased diversity and inclusion, which will help the overall success.

Junior Golf is an area where relevance of the NENY PGA Professional’s skill sets can be marketed in the local community.



Core Business Components

Membership

The group of professionals comprising the NENY PGA Section can be separated into 3 groups (Apprentices, Members and Life Members). It is vital to gain engagement and support from all 3 of these groups working as a “whole” to achieve the goals of the long-term business plan.

The membership cycle should have a good foundation of engagement with the section (strong Assistant’s structure), flowing through to Class A Members and then maintaining that engagement in the ever growing Life Member group.

Maintaining open and transparent communication between staff and section leaders and the groups is key as well as gaining feedback and active interaction from the group as much as possible.



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Core Business Components

Operations & Section Affairs

Establishment and research of an analysis of the section's operations to determine the most efficient and effective use of our assets and resources to drive increased organizational success and growth for better membership services and engagement and impact on our local community for immediate and long term plans.



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Core Business Section Areas

Tournaments

Playing is an integral component to PGA membership. The NENY PGA Tournament Program provides varying playing opportunities for our members, occasions to socialize and foster a collegiate atmosphere with their peers, networking, mentoring and avenues for charity involvement.

The NENY PGA Tournament Program must determine and then maintain the “value of playing” for our members to have an active and successful Tournament Program. The value will be determined using these elements:

- Entry Fee vs. Purse Distribution
- Visibility of Program (within local golf community in general)
- Player Participation/Experience
- Consistent Course Site Selection and Scheduling



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IV. Staff Finding From SWOT Analysis

<p>STRENGTHS:</p> <ul style="list-style-type: none"> • PGA Brand • Established Junior Association & Junior Tour • Established relationship with a 36-hole green grass municipal PGA facility • Dedicated Staff Members • Cultivating a good culture amongst section leaders and members 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Undefined specialized staff roles • Gaps in staffing which comprises successful operational carry out • 2 of top 3 revenue areas are limited (dues & ADP) • Large geographic region (limits membership active engagement) • Limited due to 501 (c) (6) and inurement rules and regulations
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Centennial celebration year • PGA Centennial in NYC (2016) - NENY host section • Brand recognition at a low (outside viewpoint) • ADP Funding increase through 2019 • Establishment of a Foundation 	<p>THREATS:</p> <ul style="list-style-type: none"> • Hesitancy of members desire for engagement • Struggle to connect and help our members survive and thrive during difficult economic times in an industry that is stagnant in the U.S. and reluctant to change.

All activities and decisions must work toward building on our **Strengths**, resolving our **Weaknesses**, considering our **Opportunities** and confronting our **Threats** as such categories are stated and put forth above.



OUR ROADMAP FOR SUCCESS

Section Business Activity Strategies Through Fiscal Year '18



Approach

- Stemming from the Long Term Strategic Plan, 7 Core Section Business Activities were identified.
- In collaboration with Board, Committees and Staff a short and long term vision was developed. with key specific strategies, for each of the 7 Core Business Activities through Fiscal Year 2018 (2 years out)

7 Core Business Section Activities						
Education	Employment	Home Site	Junior Golf	Membership	Operations/ Section Affairs	Tournaments

- NENY PGA Committee's developed a short and long-term prioritization process and presented to NENY PGA Board
- Section staff developed specific strategies to provide recommendations to Board for achievement
- Based on Board review / feedback, strategies will be approved per Core Business Activity and Fiscal Year 2016 - Fiscal Year 2018 plans will be formulated in preparation for the upcoming year

Section Activity Vision Statements

- **Employment:** Provide and share resources to assist professional advancement and elevate status of NENY PGA members amongst facility employers/operators
- **Education:** Offer beneficial education and training at a local level to assist members in their continued training in their profession to ultimately provide increased knowledge and preparation of career advancement and openly share our programs with key industry stake holders
- **Home Site:** Maintain our long term agreement with Town of Colonie maximizing resources and benefits of the relationship for both involved organizations
- **Junior Golf:** Create, market and administer a “Junior Golf Life Cycle” Program to provide increased public awareness and increased financial benefit to NENY PGA Members and the Section while developing golfers.
- **Membership:** Elevate and empower Sections in their effort to deliver programs and services to the membership and individual members
- **Operations/Section Affairs:** Determine the most effective and efficient use of our assets to increase member engagement and organizational success for future financial stability and increased impact on the local community as a whole
- **Tournaments:** Provide varying playing opportunities for our members with occasions to socialize and foster a collegiate atmosphere with their peers, networking, mentoring, avenues for charity involvement, and competitive competition as playing is integral to PGA membership.

Prioritization Approach

Initiative Criteria

- Protect and enhance the NENY PGA brand and PGA brand overall
- Help our members directly or indirectly
- Develop new golfers, promote the game of golf and/or make it more fun and enjoyable
- Position the NENY PGA professionals as leaders in the business, teaching and playing of the game
- Strengthen perception of NENY PGA Member's value to facility owners and operators

Tier	Definition
1. Immediate Action	Meets all initiative criteria; provides strong rate of return; largest potential impact against Section's mission and financial health
2. Secondary Action	Meets 3 or more initiative criteria; essential to specific core business section activity group goals but impact does not necessarily extend across other core business activities
3. Long Term Action	Initiatives that are very singularly focused and limited in return, or are tests that could lead to larger long-term impact
4. Business Necessary:	Does not necessarily fulfill criteria or fit within mission, but is necessary for management of every day business
5. Opportunistic:	Time-based

Section Business Activity & Tier Priority Assigned

Product	Long Term Product Strategies	Criteria for Success	Tier
Employment	Formalize and build relationships with local key clubs/groups as employers	Utilize PGA 2016 Centennial & open spring meeting as a forum	1
Employment	Continue to develop & offer resources for PGA members practical use	Engagement by members and PGA Comp Survey %	1
Employment	Market & Promote PGA Employment Services to all consumer and member groups	Facility mgmt. recognition of NENY PGA brand	1
Education	Continual to offer quality seminars of approx. 15 MSR opportunities annually	Engaged Educ. Committee	1
Education	Creation of an Educ Sched a year in advance	staff and committee efforts to secure presenters	2
Home Site	Maintain benefits of long-term lease with T.O.C for section home office site	staff, leadership & TOC leaders sign extended lease	3



Section Business Activity & Tier Priority Assigned

Product	Long Term Product Strategies	Criteria for Success	Tier
Jr. Golf	Convert "on ramping" opportunities to NENY Jr Assoc/Jr. Tour membership	Increasing junior membership totals	1
Jr. Golf	Assist in efforts to organize a PGA Junior League in the Section	Initiate and run 4 Pods (16 teams)	1
Jr. Golf	Enhance the players/parents junior golf tournament experience	Utilize BlueGolf Tournament Software	1
Jr. Golf	Grow the NENY JGT Membership #s	Promotion of the game of golf, benefits and offerings to local area consumers via youth and convert DC&P participants	3
Membership	Continue to promote PGA of America programs and benefits to section members	Increase membership engagement	3



Section Business Activity & Tier Priority Assigned

Product	Long Term Product Strategies	Criteria for Success	Tier
Operations/ Section Affairs	Conduct long term analysis of section operations and core staffing needs with future plans	Long term plan of detailed core staff roles	5
Operations/ Section Affairs	R&D for establishment of Foundation	Long term plan of detailed core staff roles	5
Tournament	Streamline staff's admin operational needs	Increase use of BlueGolf Tournament Software	2
Tournament	Enhance member's tournament experience	Increase membership satisfaction and participation #s	2
Tournament	Invest in course conditions and amenities to drive value proposition	Increase in customer satisfaction and retention levels	2
Tournament	Create a cohesive schedule of events mixing majors and Classics and Pro Ams	Secure quality playing and POY point opportunities	3
Tournament	Create and secure new revenue streams of sponsorship	Increased Professional Prize Purses	3



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