

LONG TERM STRATEGIC PLAN

February 2018



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. We must begin to establish a solid commitment to involvement in our local community offering beneficial partnerships and programming for all consumer types and groups.
- C. Continue our goal of refining and growing programming in the area of Player Development specifically with the goal of a “Complete Junior Life Cycle”. This will result in developing loyal local based golfers in our market to positively effect an increase players in our local and surrounding market and is performed in the area of instruction and teaching which is at the core of PGA membership regardless of classification type.
- 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 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

Membership

The group of professionals comprising the NENY PGA Section can be separated into 3 groups (Associates, 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 (strengthening the Assistant’s Association), 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 Section Areas

Player Development

Continuing our focus on scaling and program offerings of 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 P.E in schools, at golf 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 and the establishment of more community based programs such as PGA HOPE Chapter in the NENY PGA and our activity in the Albany Med Children’s golf instruction.

All of the area’s mentioned above are an area where relevance of the NENY PGA Professional’s skill sets can be marketed in the local community as valued programming and are the basis for establishing a true 501c3 Foundation for the section to administer and operate these activities under.



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Core Business Components

Section Operations/Admin

The Section's Business Operations and admin obligations continue to operate in a responsible, legal and proficient manner in all aspects.

Section staff will continue to stay educated and elevate the daily and annual tasks in line with all professional and industry area requirements. Section staff continually work with and rely on PGA of America departmental resources as changes in business practices evolve. With the assistance of the PGA of America, the section will undergo operational and financial audits in the near future, to help identify any areas that may need addressed and require improved practices or inclusions to comply with any government rules/regulations.



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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 "on boarding" for introduction to golf programs • Established relationship with a 36-hole green grass municipal PGA facility • Dedicated Staff Members with more specialized roles • Cultivating a good culture amongst section leaders and members 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Continued areas or Gaps in staffing which comprises successful new ventures/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"> • Community Based Programming becoming more active - PGA HOPE Chapter, Golf In Schools, Albany Med children's golf instruction - Establishment of a Foundation for these activities • WNYT Channel 13 televised Junior Golf Tips Segment • ADP Funding increase through 2019 	<p>THREATS:</p> <ul style="list-style-type: none"> • Hesitancy of members desire for engagement • Uncontrolled weather/factor in a seasonal based business with limited off season venues for activities • 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 '20



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Approach

- Stemming from the Long Term Strategic Plan, 6 Core Section Business Activities were identified.
 - *The section's Home Site has been achieved and has since been removed as the 7th Core Business Activity. The section's home site agreement with the Town of Colonie runs through 2026.*
- In collaboration with Board, Committees and Staff a short and long term vision was developed. with key specific strategies, for each of the 6 Core Business Activities through Fiscal Year 2020 (2 years out)

6 Core Business Section Activities					
Education	Employment	Membership	Player Development	Section Operations/Admin	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 2020 plans will be formulated in preparation for the upcoming year

Section Activity Vision Statements

- **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
- **Employment:** Provide and share resources to assist professional advancement and elevate status of NENY PGA members amongst facility employers/operators
- **Membership:** Elevate and empower Sections in their effort to deliver programs and services to the membership and individual members
- **Player Development:** 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 and establish other beneficial community programming that provides opportunities for diversity and inclusion into the sport and establishes a base programming for a future 501c3 Foundation of activities.
- **Section Operations/Admin:** 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, while meeting all legal and government rules/regulations relative to industry specific practices.
- **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
Education	Continue to offer quality seminars of approx. 15 MSR opportunities annually	Engaged Educ. Committee	1
Education	Cognizant of the end of the MSR Period (June '18) and achieve 100% member completion	MSR Completed/Deficit Report	1
Education	Included in this year's offering: *Instruction/Teaching based education seminar – with sustained financial loss *PGA Hope Training *Employment Counseling	Engaged Educ. Committee	1
Education	Create a completed 2018 Education schedule for promotion	Engaged Educ. Committee	1
Education	Begin establishing core Education Programs/dates that make up the Education Series for consistency	Staff/Current Educ Committee & Section VP	3
Education	2019 Topics to Include *Rules of Golf with Proposed Changes to Be in Put Into Effect in January 2019 *Collegiate Golf Seminars	Staff/Current Educ Committee & Section VP	3



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 and include in meetings/educ programs, etc.	Utilize Section Meetings & Education for General Employer/Facility inclusion	3
Employment	Perform activities (Career Counseling) in conjunction with Education goals to become more pro-active and learn more about individual jobs/facilities	Engagement by Committee & Board leaders/Staff/ED	1
Employment	Determine a method of communication/data collection of Career Counseling meetings and info	Staff/PGA Career Consultant/Committee	2
Employment	Achieve goal of 75% PGA Compensation Survey completion	PGA Comp Survey Report	1
Employment	Establish an agreed upon philosophy by section leaders of CareerLinks posting of "lower" end jobs	Staff/Committee/Board	2
Membership	Create membership policies for member recognition (deaths, earned membership, etc.)	Increase membership engagement with section and to show tangible membership value and establish precedents to follow	1



Section Business Activity & Tier Priority Assigned

Product	Long Term Product Strategies	Criteria for Success	Tier
Membership	Review Special Awards Program Mission and Committee Structure	Propose and create new Special Awards Committee	1
Membership	Determine if any NENY PGA Members Seek national awards recognition and determine action steps to assist achievement	Committee/Member/Staff Engagement	2
Membership	Eliminate the Assistant's Association Structure and revert back to Associate's Committee Structure	Board Approval of defined structure	1
Membership	Securing 3 rd party to complete NENY HOF Bio project and completed digital HOF page	Staff/Board/Budgeting expense inclusion	1
Player Development	Continue to grow green grass section on ramping program of Kids Play by expanding and adding in a Kids Play Plus next level instruction program and Kids Play Travel events	Player Development Staff & Successful Marketing	1
Player Development	Review Annual Performance of new Player Development staff personnel and help to define niche areas of focus	Staff/Player Development Committee	1



Section Business Activity & Tier Priority Assigned

Product	Long Term Product Strategies	Criteria for Success	Tier
Player Development	Convert “on ramping” opportunities to PGA members for direct instruction or into next level PGA programming	Increasing junior membership totals	3
Player Development	Offer more direct assistance for PGA Jr League – increase PGAJL Teams from 21 to 26/28 teams in the section.	Re-up 21 facilities for registration & add in a new “pod” with 5-7 more teams	1
Player Development	Section administers PGAJL Section Championship	PGA funding and good locale and structure for multi-day event	1
Player Development	Secure PGA of America Honorary President’s Stipend for Player Development	Formalized Section’s Player Development Successes and future vision into one document preview	1
Player Development	Secure WNYT Junior Golf Tips Segment and find a sponsor to tie in	Staff/WNYT sports news reporter	1
Player Development	Establish and administer PGA Hope Chapter in the section	PGA Hope Instruction Training, Secure PGA volunteer instructors, PGA Reach approval, local veteran liaison	1



Section Business Activity & Tier Priority Assigned

Product	Long Term Product Strategies	Criteria for Success	Tier
Player Development	Establish golf instruction at Albany Medical Center	Player Development Staff/VP	1
Player Development	New York State High School Section 2 Girls Golf Establishment	Staff/Committee/Other Interested non-PGA supporters (Golf Coaches)	3
Section Operations	Begin R&D for establishment of a 501c6 Foundation	Establish community based programming, separate board with key stake holders/supporters	3
Section Operations	Complete PGA of America Operational & Financial Audits for improved operational practices	Staff/PGA of America staff	2
Section Operations	Confirm and select company to manage section's investment funds with a tied in membership education/benefit *help determine future plans/goals	Increased % earned	1
Section Operations	Complete and comply with operational PCI compliance procedures for all related registration activities	PGA – Presidio satisfaction	2



Section Business Activity & Tier Priority Assigned

Product	Long Term Product Strategies	Criteria for Success	Tier
Tournament	Review Blue Golf contact and determine renewal	Staff	1
Tournament	Review Section's on-site entry policy for Optional Pools & Skins so all entry/registration is done in advance only	Communicating policy changes to member	1
Tournament	R&D for establishment of Foundation	Long term plan of detailed core staff roles	5
Tournament	Overall Prize Chart Distribution Expansion	Accomplish 30% field payout coverage across all field size options	1
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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February 2018:

