

# Strategic Plan 2019-2021

---



Revision: 2019, 2018

Original: 2015

## **Prepared and Revised By:**

McNary Golf Club

Board of Directors

## **McNary Golf Club**

155 McNary Estates Drive N.

Keizer, OR 97303

This page intentionally left blank for page numbering and printing purposes.

# Table of Contents

---

Introduction .....	Page 1-2
SWOT Analysis .....	Page 3-5
Values, Mission, Vision .....	Page 6
Goals.....	Page 7
Goal 1 – Key Performance Objectives .....	Page 8-10
Goal 2 – Key Performance Objectives .....	Page 11-13
Goal 3 – Key Performance Objectives .....	Page 14-16
Goal 4 – Key Performance Objectives .....	Page 17
Goal 5 – Key Performance Objectives .....	Page 18-20
Capital Reserve Study – Appendix A.....	Page 21
Aspirational Capital Priorities – Appendix B.....	Page 22-23
Member Representatives – Appendix C .....	Page 24

This page intentionally left blank for page numbering and printing purposes.

# Introduction

---

## Club History

McNary Golf Club lies in the Mid-Willamette Valley City of Keizer, on the site that once was the homestead of Charles McNary (1874-1944), prominent Oregon Citizen, Senator, Lawyer, Law School Dean, Supreme Court Justice and the 1940 Vice-Presidential running mate of Wendell Wilkie. Since he was an ardent golfer, it is appropriate that the course was named in his honor at its opening in 1962.

The Club is a semi-private classic Parkland Course located in the central Willamette Valley. McNary is a challenging 6,239-yard par-71 championship layout that is playable year-round. With lush tree-lined fairways, true and consistent greens, lakes and creeks, it offers a memorable golfing experience. There are four tee choices with two sets of combination tees that provide a course length and difficulty to suit players of all abilities. Claggett Creek comes into play on holes 1, 9, 10 and 18. The challenge and beauty of the course has also been augmented with several small lakes with fountains.

What sets McNary Golf Club apart is their longevity and predictability. Owned by a group of *Equity Members* and governed by a Board of Directors, the club has remained debt free and financially stable. The Club offers exemplary customer service from familiar faces in the entire operation, as evidenced by many members who've called McNary home since the 1970s. The Club caters to their members, guests, and public and are proud of our history.

McNary Golf Club is the only club in the Keizer-Salem area to offer *FootGolf*. A course that combines the sports of golf and soccer whereby players kick a soccer ball from tee boxes to golf style flags and holes that are enlarged to accept soccer balls.

McNary Golf Course is a frequent recipient of the Statesman Journal's Best Public Golf Course of the Mid-Valley.

- 2019 – Gold Recipient
- 2018 – Bronze Recipient
- 2017 – Gold Recipient
- 2016 – Silver Recipient
- 2015 – Gold Recipient
- 2014 – Gold Recipient

## Purpose of Plan

In an effort to provide members and guests with the best possible facilities and services, and to attract the next generation of members, the Board of Directors has developed a rolling 3-year strategic plan for the club. This plan identifies the mission, vision, and values of the club.

Additionally, it establishes strategic goals, key performance objectives, capital maintenance plan, and capital improvement plan to establish the framework for fulfilling the mission and reaching for the vision the club strives to attain. The strategic plan is intended to serve as a guideline for current and future boards, committees, and management as they carry out their governance, financial and operational responsibilities. It is intended to be a living document: to be reviewed and updated annually as conditions change within the club or within the market in which the Club competes. This plan was originally developed in 2015 and updated in 2018 and 2019.

McNary Golf Club has operated successfully for over 50 years due primarily to committed Equity Members, volunteerism, and good governance and management. However, the Club's stability is contrary to the national trends for public and private golf clubs. The golf club landscape has been changing dramatically over the last 10-15 years and it is expected that this change will continue at least that long into the future.

The Board determined the club should prepare for these changes as well as reassess and reevaluate its position relative to its competitors and the Club's current levels of membership. The most important reason for developing this plan is the increased competition for new members and the Clubs need to recruit new members and retain current members. As a modestly priced club it should expect some annual turnover to occur. Thus, the club is dependent upon the recruitment of new members to maintain membership stability as well as to bring new and fresh ideas and to bring new capital to improve and maintain the club.

In order for McNary Golf Club to succeed, it should strive to make membership in the club a value proposition as well as offer a solid value for public play. The projected number of participants in golf is expected to remain stable, but the factors of lack of time and the aging of the population is leading to a decline in the number of rounds played. It is very important for the leadership of the club to be aware of these trends and to adjust to these trends and capitalize on the club's unique position within the community and the market. This plan will provide the leaders of today and tomorrow with the framework and direction to move based upon the Club's strengths that distinguish it from our competition.

# SWOT Analysis

The SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) is a useful technique for understanding Strengths and Weaknesses and for identifying both the Opportunities open to the club and the Threats faced by the club. The Board has identified the following strengths, weaknesses, opportunities and threats for the Club.

<b>Club Strengths:</b> An asset, practice or situation that provide a competitive advantage for the Club.	<b>Club Weaknesses:</b> A deficiency of the Club that creates a competitive disadvantage.
<ul style="list-style-type: none"> <li>• Excellent golf course that is playable year-round.</li> <li>• Strong value reflected in the annual cost of membership that is well balanced with the course, facilities, and amenities.</li> <li>• Proximity to the Keizer and Salem communities and the freeway system.</li> <li>• Membership options.</li> <li>• Professional and courteous staff.</li> <li>• Casual, friendly and collegial atmosphere.</li> <li>• A golf-oriented membership.</li> <li>• Operational costs supplemented with public greens fees.</li> <li>• Member owned and governed.</li> <li>• Good governance: competitive elections, member approved assessments, regular board meetings, and an annual membership meeting.</li> <li>• Conservative fiscal management keeping the Club in a positive operational financial position.</li> <li>• Stable management and staff team.</li> <li>• Not landlocked, adjacent to potentially available land for expansion</li> <li>• Hundreds of acres of green-space in the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Aging facilities: Clubhouse, infrastructure, Maintenance Shop, and greens keeping equipment and tools (lack of capital revenue generation).</li> <li>• Golf only club (possibly depending on courthouse)</li> <li>• Membership demographics show a predictable attrition rate that is unpreventable.</li> <li>• A lack of administrative support causes General Manager to spend his time on too many tasks that are necessary but do not grow the club.</li> <li>• Lean staffing during slow times leads to periodic gaps in service and amenities.</li> <li>• Governance structure of Board creates frequent turnover, instability, and inconsistencies in strategic direction.</li> <li>• Low participation levels of members in the planning and governance process.</li> <li>• Layout of course makes it more expensive to maintain.</li> <li>• Increasing costs preclude maintaining a totally green golf course.</li> <li>• Most property owners are not members of the golf club and do not contribute to maintaining the green-</li> </ul>

<b>Club Strengths:</b> An asset, practice or situation that provide a competitive advantage for the Club.	<b>Club Weaknesses:</b> A deficiency of the Club that creates a competitive disadvantage.
<ul style="list-style-type: none"> <li>• Cordial and effective relationships with the community, the Chamber of Commerce, and several business clubs in the area</li> <li>• Symbiotic relationship with homeowners and Home Owner Associations.</li> <li>• Separate but adjacent driving range.</li> </ul>	<ul style="list-style-type: none"> <li>• space and health of the club.</li> </ul>

<b>Club Opportunities:</b> An area where the club has an opportunity to improve member and guest satisfaction or its competitive position.	<b>Club Threats:</b> A situation where failure to respond could lead to a diminished level of performance and/or loss of competitive advantage to the Club.
<ul style="list-style-type: none"> <li>• The addition of Courthouse membership provides another selling point for multiple membership types.</li> <li>• Population growth in the area continues.</li> <li>• Business growth in the greater Keizer/Salem areas.</li> <li>• Overall economy is currently solid.</li> <li>• Investment in facilities and infrastructure now could improve competitive advantage in the future.</li> <li>• Capital reserve study would help educate owners/members of our true risk.</li> <li>• Potential for increased utilization of space in the clubhouse building.</li> <li>• As houses sell in the area there is the potential for new members.</li> <li>• Potential for growth in youth programs and tournaments.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing instability in the local and national economy.</li> <li>• Decline in the popularity of golf as a recreational sport – overall decline in the number of rounds played annually.</li> <li>• Increased competition among golf facilities.</li> <li>• Potential growth in upscale clubs – we have the potential to be a stepping stone club for some people.</li> <li>• Management and staff are vulnerable to other opportunities and would be costly and difficult to replace.</li> <li>• Amenities not as good as other clubs: driving range, more integrated food and beverage (charging, discounts).</li> </ul>



<p><b>Club Opportunities:</b> An area where the club has an opportunity to improve member and guest satisfaction or its competitive position.</p>	<p><b>Club Threats:</b> A situation where failure to respond could lead to a diminished level of performance and/or loss of competitive advantage to the Club.</p>
<ul style="list-style-type: none"> <li>• Development and enhancement of the relationship between the Club, the restaurant, other local businesses and the community at large.</li> </ul>	

# Values, Mission, Vision

---

## Values

As this plan was being developed, the Board adhered to the following values, since it believes these values reflect the culture of the club, its members and guests. These values were instrumental in the development of the mission and vision:

- Focus on golf as a recreational and competitive sport.
- Providing our members with as many member benefits as possible creating an entertainment option with great value.
- Maintaining and improving the golf course and facilities as possible and attaining this in an environmentally friendly manner.
- The history and traditions of golf and our beautiful course.
- Participatory governance as the form of governing and managing the club.
- Camaraderie and friendship among the members and guests.
- A relaxed, casual, and fun atmosphere.
- A family friendly environment.
- Promotion of the sport of golf as a life-long path for exercise and enjoyment.
- Development of programs for youth and increasing youth play.

## Mission Statement

McNary Golf Club is an organization dedicated to providing its owners, members, guests and the public with a quality golfing experience and service. It provides available resources to enrich the lives of its members by providing social activities that foster friendship and fellowship and honor its rich history and relationship with the local and regional communities.

## Vision Statement

McNary Golf Club seeks to serve the recreational golf needs of the community and be recognized as providing a valuable entertainment experience for the owners, members, guests, and public by providing an enjoyable golf and dining experience while maintaining appropriate fiscal responsibility and stability.

# Goals

---

The Board has identified five strategic goals for the Club:

1. Provide a fun, relaxing and enjoyable “McNary Golf Experience” with friendly and outstanding customer service and by ensuring that the golf course, facilities, structures and landscaping are inviting, functional, and well maintained in an appropriate environmental way.
2. Effectively govern and manage the overall club operations in an efficient and fiscally conservative manner consistent with the Club’s bylaws.
3. Endeavor to retain existing owners and members and execute a systematic effort to recruit and add new owners, members, and public and youth players.
4. Provide programs and activities that will enrich the entertainment experiences and quality of life for owners, members, management, staff, homeowners, and residents of the community.
5. Develop and implement outreach efforts to establish working relationships, community involvement and communication systems with local and regional areas of influence.

# Key Performance Objectives

---

Key performance objectives that are specific, measurable, achievable, realistic and time bound are spelled out here in support of the five goals of this strategic plan.

## Goal 1:

Provide a fun, relaxing and enjoyable “McNary Golf Experience” with friendly and outstanding customer service and by ensuring that the golf course, facilities, structures and landscaping are inviting, functional, and well maintained in an appropriate environmental way.

Goal 1 – Performance Objectives:		Timeline:	Responsible Person:
1.1	Purchase and install a “local rules” sign in the staging area or near the first tee that includes the proper use and disposal of cigarette and cigar butts, sunflower seeds, etc.	June 2019	General Manager
1.2	Fund and complete a professionally prepared Capital Reserve Study for the entire operation.	May 2020	General Manager and Staff
1.3	Develop and maintain a prioritized <i>Aspirational Capital Projects</i> list for the entire operation and incorporate into the Strategic Plan. <b>Status: Updated in 2018</b>	May 2020	Board, General Manager and Staff
1.4	Develop written philosophy and priorities for the total Golf Club Operation that establishes clear direction for the standing Committees, General Manager and staff to accomplish within in the resources allocated. <b>Status: Not accomplished in 2018, deadline extended to Oct. 2019 prior to budget prep.</b>	October 2019	General Manager, and Staff  Approved by Board

Goal 1 – Performance Objectives:		Timeline:	Responsible Person:
1.5	Design and “model” a restroom facility for the tee area of hole #4 so that when funding allows it is designed and ready to be constructed.  <b>Status: Not accomplished yet. Changed deadline to December 2019</b>	December 2019	Board of Directors
1.6	Study the feasibility, options, costs, and priorities and if feasible author a report on upgrades to the sprinkler system specifically for the greens.  <b>Status: Deadline extended to Sept. 2019 prior to budget development.</b>	September 2019	Superintendent, General Manager
1.7	Reconstruct and make improvements to the #15 and #17 tee boxes. Revisit as part of the 2020 budget development.  <b>Status: Planned but not funded in 2019 due to lack of Capital funds.</b>	April 2020	Superintendent, Greens Committee
1.8	Develop a multi-year (3-4 year) plan to upgrade the yellow “Forward” tee boxes with priorities for what order to perform the improvements.  <b>Status: Delayed due to lack of capital funds.</b>	May 2020	Greens Committee, Superintendent
1.9	Review and update the Strategic Plan for the Club on an annual basis in preparation for the annual budget process and to be shared with the membership at the Annual Meeting of the Members.  <b>Status: Achieved May 2018, May 2019</b>	April 2019 April 2020 April 2021	Committees, Board of Directors, General Manager, and staff
✓	Reconstruct and make improvements to the #10 tee box.  <b>Status: Achieved March, 2016</b>		Superintendent, Greens Committee
✓	Examine the feasibility of constructing or remodeling an area to serve as a member golf cart storage facility.	Ongoing	Greens Committee, Board of

Goal 1 – Performance Objectives:		Timeline:	Responsible Person:
	<b>Status: Achieved. Determined to not be feasible.</b>		Directors, General Manager, Superintendent
✓	Reconstruct and make improvements to the #4, #7, and #14-Red tee boxes. <b>Status: Achieved April 2018</b>	April 2018	Superintendent, Greens Committee
✓	Construct and install a “club wash/towel wetting” container for in front of the pro shop. <b>Status: Achieved March 2018</b>	March 2018	Maintenance Staff
✓	Remove the fairway bunker on Hole #16. <b>Status: Final decision to refresh sand and not remove.</b>	April 2019	Superintendent, Greens Committee
✓	Review and update the Capital Equipment Maintenance and Capital Improvements lists and priorities in support of the annual budget process. <b>Status: Achieved October 2018.</b> <b>This is being changed to a professionally prepared Capital Reserve Study and update cycle recommended by the study.</b>	August 2019 August 2020	Board of Directors, General Manager
✓	Rebuild the practice bunker to address the overly steep faces and improve the safety and playability of that bunker <b>Status: Achieved November 2018</b>	May 2019	Superintendent, Greens Committee

## Goal 2:

Effectively govern and manage the overall club operations in an efficient and fiscally conservative manner consistent with the Club's bylaws.

Goal 2 – Performance Objectives:		Timeline:	Responsible Person:
2.1	<p>Conduct a comprehensive evaluation of current staffing levels and organization and develop specific priorities for improving the overall operation of the Club.</p> <p><b>Status: Not accomplished. Deadline extended to September 2019</b></p>	September 2018	General Manager
2.2	<p>As part of the 2020 annual budget process evaluate the impact and effectiveness of the 0.5 FTE Administrative Assistant and make decisions related to the 2020 budget impact (Keeping position? Keep at 0.5 FTE? Extend to 1.0 FTE)</p>	November 2019	Finance Committee, Board of Directors
2.3	<p>Review and recommend necessary modifications to the Club By-Laws to be consistent with current practice for club management and operation.</p> <p><b>Status: Not started, changed due date to January 2020.</b></p>	January 2020	AdHoc Bylaws Committee, Board of Directors
2.4	<p>Rejuvenate the full and active House Committee in accordance with the Club Bylaws.</p> <p><b>Status: Started but not complete. Lack of Capital Funding makes this challenging.</b></p>	January 2019	Board of Directors, General Manager
2.5	<p>Budget, schedule, and provide training for the EZ Links System to staff to allow for greater overall use of the system.</p> <p><b>Status: Changed to the implementation and training on EZ Links.</b></p>	April 2019 to Dec. 2019	General Manager

Goal 2 – Performance Objectives:		Timeline:	Responsible Person:
2.6	<p>Learn, plan a file structure, and more effectively use the EZ Links “members portal” to store documents, agendas, minutes, financial summaries, and other Club forms and documents for members to access as they wish.</p> <p><b>Status: Deadline extended due to transition to EZ Links software.</b></p>	January 2020	General Manager, Pro Shop Staff
2.7	<p>Determine the feasibility, necessary process, and benefit of a potential lot(s) sale of property behind the #7 green.</p> <p><b>Status: Legal analysis completed. Strategies for moving forward being analyzed.</b></p>	May 2020	Board of Directors, General Manager
2.8	<p>Meet quarterly with the Restaurant Owner to review performance toward the restaurant lease and to foster open communications and a positive, collaborative, and supportive relationship between the club and the restaurant that provides the best possible customer service and quality for the members and customers of the golf course.</p> <p><b>Status: Achieved. Transition to new owners in December 2018. First 1/4rly meeting in March 2019.</b></p>	Quarterly	General Manager, Board Representatives
2.9	<p>Review membership structure and dues and make recommendations for changes to ensure they are competitive with other similar clubs in the area and support the development of the annual budget.</p> <p><b>Status: Achieved as part of 2019 budget process.</b></p>	<p>September 2019</p> <p>September 2020</p> <p>September 2021</p>	General Manager and Board of Directors



Goal 2 – Performance Objectives:		Timeline:	Responsible Person:
2.10	<p>Review greens fees, players club fees, special offerings, cart rental fees, and other fees on an annual basis to ensure they are competitive with other similar clubs in the area and are sufficient to meet the budgetary needs of the club.</p> <p><b>Status: Achieved as part of 2019 Budget process.</b></p>	<p>September 2019</p> <p>September 2020</p> <p>September 2021</p>	General Manager and Board of Directors Committee
2.11	<p>Develop and approve an annual budget driven by the strategic plan to ensure financial stability of the Club. As funds permit, include in the budget appropriate resources for capital maintenance, replacement, and improvement.</p> <p><b>Status: Achieved as part of 2019 Budget process.</b></p>	<p>November 2019</p> <p>November 2020</p> <p>November 2021</p>	General Manager, Finance Committee, Board of Directors
✓	<p>Review the accounting system and develop a strategy for replacing the system in two years if needed.</p> <p><b>Status: Achieved. Originally determined not feasible, but this has been accomplished by changing to EZ Links software and QuickBooks.</b></p>	2017	Finance Committee, General Manager
✓	<p>As part of the 2019 annual budget process strategize and plan to create and fill an Administrative Assistant (or appropriate title) position on at least a half-time basis but preferably a full-time basis to assist the General Manager and staff.</p> <p><b>Status: Achieved. 0.5 FTE position budgeted for in 2019</b></p>	November 2018	Board of Directors
✓	<p>Create, review and update Board of Directors policies and procedures.</p> <p><b>Status: Achieved. Several adopted and implemented as needed.</b></p>	March 2019	Board of Directors

### Goal 3:

Endeavor to retain existing owners and members and execute a systematic effort to recruit and add new owners, members, and public and youth players.

Goal 3 – Performance Objectives:		Timeline:	Responsible Person:
3.1	Develop and implement a standardized monthly written General Manager report to the Board of Directors that includes accurate membership status, pro shop status, maintenance status, event results, upcoming activities, and other miscellaneous information.  <b>Status: Delayed due date due to lack of administrative support</b>	July 2019	General Manager
3.2	Utilize the monthly written GM report to the Board of Directors to facilitate the creation of a monthly Club newsletter that is distributed to the owners/members.  <b>Status: Delayed due date due to lack of administrative support</b>	July 2019	General Manager
3.3	Develop and deliver member end-user training for the new EZ Links system software. This will likely be multiple modules and multiple sessions beginning in July 2019.  <b>Status: Modified from Northstar to EZ Links</b>	July 2019	General Manager
3.4	Develop and implement an Owner/Member survey to seek feedback and input into the operation of the club.  <b>Status: Not achieved in 2018. New deadline.</b>	August 2019	General Manager, AdHoc Survey Committee
3.5	Review the performance of the “Players Club” offerings and categories and make changes as necessary for the new budget year.  <b>Status: Achieved September 2018 and 2019</b>	September 2019	General Manager with advice from the Membership Comm.

Goal 3 – Performance Objectives:		Timeline:	Responsible Person:
3.6	Develop a <i>Marketing Plan/Timeline</i> to be used by the General Manager and Pro Shop in marketing and growing the club. <b>Status: Not accomplished. Deadline extended.</b>	January 2020	General Manager with input from the Membership Comm.
3.7	Recruit a volunteer Communications Coordinator to assist the General Manager in editing and creation of Club marketing and communications. <b>Status: Not accomplished. Deadline extended.</b>	March 2020	General Manager
3.8	Continue to increase Club operational transparency for owner's/members through publication of Board agendas, minutes, and financial reporting. <b>Status: Achieved since May 2018</b>	Monthly On-going	Board
✓	Recruit and reinstate a Membership/Activities committee consistent with the bylaws of the club. <b>Status: Achieved May 2018, recently modified to be a combined Membership/Activities committee</b>	May 2018	Board of Directors
✓	Conduct a comprehensive review of membership categories and evaluate the potential deletion or creation of new categories designed to retain existing members while aiding in recruiting new members. <b>Status: Achieved December 2017</b>	December 2017	Board of Directors, General Manager
✓	Examine the addition of new "Players Club" categories (Adult and Junior) to add "playing privileges" options that can increase public play, create a more predictable monthly/annual revenue flow, and create a possible stepping stone toward full equity membership.	December 2017	Board of Directors, General Manager

Goal 3 – Performance Objectives:		Timeline:	Responsible Person:
	<b>Status: Achieved December 2017</b>		
✓	Develop and implement a member achievement recognition program that includes recognition in the pro shop, and submission to the OGA for <i>Hole-In-One</i> and <i>Shot My Age</i> achievements. <b>Status: Achieved June 2018</b>	June 2018	Pro Shop Staff
✓	Obtain a corporate <i>Hole-In-One</i> sponsor to provide a customized <i>Hole-In-One</i> gift for all members who achieve a hole-in-one at McNary Golf Club. <b>Status: Achieved fully in September 2018</b>	June 2018	Pro Shop Staff
✓	Determine the effectiveness of using Northstar for marketing and communication campaigns vs. another tool such as MailChimp. <b>Status: accomplished as part of decision to implement EZ Links to accomplish</b>	December 2018	General Manager, Board of Directors
✓	Develop a working committee to conduct a feasibility study for making improvements to the entrance of McNary and “model” what might be done to improve our “first impression” to members and customers. <b>Status: Add to aspirational capital list</b>	April 2019	House Committee

## Goal 4:

Provide programs and activities that will enrich the entertainment experiences and quality of life for owners, members, management, staff, homeowners, and residents of the community.

Goal 4 – Performance Objectives:		Timeline:	Responsible Person:
4.1	Re-negotiate and maintain the partnership with the Courthouse Athletic Facilities that is mutually beneficial to the membership of both entities and provides a full sports and fitness amenity option for our members.  <b>Status: Initially accomplished February 2018</b>	January 2020	Board of Directors, General Manager
4.2	Evaluate and modify the Social Membership for non-golfers to participate in the activities of the club with the purpose to increase the numbers of people participating.  <b>Status: Initially Implemented February 2018.</b>	January 2020	Board of Directors, General Manager
4.3	Develop an annual calendar of golf and social activities and publish to the members. Utilize the events calendar in EZ Links members portal to publish all activities.  <b>Status: Achieved January 2019. We have the calendar, but will need to get it into EZ Links</b>	January 2020 January 2021	General Manager, Membership/ Activities Comm.
✓	Reinvigorate the Activities committee consistent with the bylaws of the club.  <b>Status: Combined the Membership/Activities Committee and this objective is covered under goal 3.</b>	July 2019	Board of Directors, General Manager

## Goal 5:

Develop and implement outreach efforts to establish working relationships, community involvement and communication systems with local and regional areas of influence.

Goal 5 – Performance Objectives:		Timeline:	Responsible Person:
5.1	Plan and host the 2 <sup>nd</sup> Annual <i>McNary Golf Club Open House</i> for non-members to learn more about the Golf Club and the entertainment value it provides.	June 2019	Membership/ Activities Committee
5.2	Evaluate and decide on the feasibility and value of McNary Golf Club members becoming a “road sponsor” somewhere in the Keizer area.  <b>Status: No action yet</b>	December 2019	Board of Directors
5.3	Become a contributing member of the Keizer Chamber of Commerce, Rotary Club, or other networking group within the Keizer area with the intent of expanding relationships and networks that increase opportunities to sell McNary membership and lifestyle.  <b>Status: Delayed until AA on board</b>	September 2019	General Manager
5.4	Initiate, invite, and conduct a “relationship” and coordinating meeting with the home owner’s association within McNary Estates.  <b>Status: Achieved in 2018.</b>	Quarterly  On-going in 2019	Board President, General Manager
5.5	Provide articles about the activities and updates regarding the club for the McNary newsletter.  <b>Status: Achieved in 2018.</b>	Monthly (10 of 12 months minimum)	General Manager
5.6	Maintain and expand golf relationships with local high schools through their golf programs.  <b>Status: What do we do?</b>	February of each year	General Manager or Head Golf Professional

Goal 5 – Performance Objectives:		Timeline:	Responsible Person:
5.7	Develop and implement an <i>Adopt-a-Hole</i> program for members. <b>Status: Accomplished April 2018</b>	April 2019 April 2020 April 2021	Greens Committee
5.8	Arrange for an annual social event with the club and the local HOA Boards. <b>Status: Not accomplished in 2018.</b>	TBA	Membership/ Activities Committee
✓	Plan and host an inaugural <i>McNary Golf Club Open House</i> for non-members to learn more about the Golf Club and the entertainment value it provides. <b>Status: Achieved June 2018</b>	June 2018	Membership/ Marketing Committee
✓	Evaluate the effectiveness of the <i>McNary Golf Club Open House</i> event to determine if it should be done annually. <b>Status: Achieved July 2018</b>	August 2018	Membership/ Marketing Committee, General Manager, Head Golf Pro
✓	Study and determine the feasibility of a “Cartpath Walking/Running” membership category or addition to a category such as Social Membership. <b>Status: Membership Committee determined to be unfeasible.</b>	October 2018	Membership Committee, Board of Directors
✓	Evaluate the feasibility and value for McNary Golf Club to sponsor or host a regional tournament for the OGA or PNGA, or other sponsoring entity. <b>Status: Determined that the lack of convenient driving range makes this not feasible</b>	December 2018	General Manager, Head Golf Pro
✓	Develop an <i>About McNary Golf Club</i> presentation and group of presenters who are trained and can go out to various service clubs and	April 2019	Membership/ Marketing Committee

Goal 5 – Performance Objectives:		Timeline:	Responsible Person:
	<p>organizations to talk about the benefits of McNary Golf Club to the community.</p> <p><b>Status: Removed for lack of someone willing to take this on</b></p>		
✓	<p>Coordinate McNary Golf Club member participation in the Iris Parade.</p> <p><b>Status: Lack of participation determined this to not be worthwhile</b></p>	<p>May 2018</p> <p>May 2019</p> <p>May 2020</p>	General Manager
✓	<p>Coordinate McNary Golf Club member participation in the Festival of Lights Christmas parade.</p> <p><b>Status: Lack of participation determined this to not be worthwhile</b></p>	<p>December 2018</p> <p>December 2019</p> <p>December 2020</p>	General Manager



# Capital Reserve Study (Appendix A)

---

The Board had determined that it is critical to the future of our club to have a Capital Reserve Study completed by a 3<sup>rd</sup> party professional group familiar with golf course facilities and operations. This will be pursued in the budget process for 2020. The Capital Reserve Study may be added to the Strategic Plan or referenced as a stand-alone document depending on its size.

# Aspirational Capital Priorities (Appendix B)

---

The intent of this list is to identify all of the Club's Aspirational Capital ideas and projects as funds allow. This is a "dreams list" for the Committee's and Board to prioritize so that there is clarity on the order things should be accomplished as funding allows. Priority for capital funds has to be given to necessary capital maintenance and replacement before funding "aspirational capital" projects. This wish list remains flexible with new items being added by future boards and other items deemed not feasible and removed. The list will be guided in future years by the membership survey.

Item Description	Priority
Design and construct a restroom facility for the number four tee box.	1
Design and build a Trophy Case display area in the lobby alcove between the bathroom entrances.	2
Add additional teaching/practice services with the addition of a "Performance Center" building with 1-2 bays and launch monitor that helps with teaching, club fitting, and practice.	3
Purchase and install a "water station" at the clubhouse that has cups, ice machine, and filtered water dispenser.	4
Design and build a storage building in the area of the dumpster containment area on the North side of the Clubhouse for storing banquet room tables and chairs, outdoor furniture, and other seasonally used items so that other areas of the club house are not used for their unintended purpose.	5
Implement a fairway sanding program, even if it is a scaled multi-year approach that prioritizes the fairways where the most good can be done.	6
Design and complete an expansion and remodel for the patio area (based on survey feedback).	7

Item Description	Priority
Design and complete a remodel of the basement (based on survey feedback).	8
Addition of outdoor/indoor pickleball courts on unused portions of the property.	9

# Member Representation (Appendix C)

---

The following list of volunteers and staff that were in place at the time this version of the Strategic Plan was completed.

## **Board of Directors**

Jeff Jones, President  
Term Expires: May 2020

Larry Scruggs, Secretary  
Term Expires: May 2019

David Smith, Director  
Term Expires: May 2021

Robin Brockmueller, Director  
Term Expires: May 2021

Bob Zell, Vice-President  
Term Expires: May 2020

Kent Hollingsworth, Director  
Term Expires: May 2019

Jim Jobs, Director  
Term Expires: May 2021

## **Committee Chairs**

**Finance Committee**  
David Zahradnik

**Membership Committee**  
Cindy Bowman

**Activities Committee**  
Cindy Bowman

**Greens Committee**  
Jon Van

**House Committee**  
Sheila Levy

## **Staff**

**General Manager/Business Office**  
Brian Weaver

**Superintendent Maint. Department**  
Dave Bashaw

**Pro Shop/Golf Operations**  
Larry Bent