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## MEETING MINUTES

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**Association** KPGA  
**Meeting** Board of Directors Meeting  
**Date** October 17, 2012  
**Location** Idle Hour Country Club

### MEMBERS PRESENT

Gary Bebelaar, Pete Garvey, Ralph Landrum, Brad Morrow, Garry Nelson, Chris Osborne, Chris Redle, Kelly Williams

### MEMBERS ABSENT

Steve Shafer, Mike Thomas, Blake Watts

### STAFF PRESENT

Steve McMillen

### GUEST PRESENT

Dick Bradow

### CALL TO ORDER

Chris Osborne, President called the meeting to order at 2 p.m.

### APPROVAL MINUTES

The previously distributed minutes were reviewed by the Directors. Mr. Osborne called for any questions, changes, or comments on the minutes.

*Chris Redle moved to approve the minutes as presented. Pete Garvey seconded the motion. Motion approved (unanimous)*

### FINANCIAL REPORT

Kelly Williams presented the financial statements to the Board Year to Date September 30. YTD the profit/loss is \$46,642, which is \$27,567 better than budget forecast. It is expected this number will decline and be more inline and perhaps slightly below the budget forecast by the end of the year. The Financial Position of The Section remains strong with 273,442 in cash and \$413,886 in investment accounts.

### Revenues

Mr. Williams highlighted the main reason for revenues to be above budget is the reimbursement from The PGA for the District 10 meeting, which was not budgeted. PGA Championship Funding was from the sale of Ryder Cup tickets. He stated approximately \$4,000 was made in profit and at the end of the year the net should donated to the Kentucky Golf Foundation for programing. Mr. Williams also reported there was outstanding sponsorship revenue and shared how the staff was working on collections. This prompted discussion about collections for the future. It was discussed sponsors should be billed in advance of their event with due date of 30 days in advance of their event.

## **Expenses**

Mr. Williams highlighted the following accounts with explanation. Travel for the Steve McMillen and Erin Bell was not budgeted for, but as new staff members, they needed to attend orientation at PGA HQ. McMillen's travel was reimbursed by The PGA and can be seen in PGA Meeting Reimbursement. Bell's travel expenses were the responsibility of The Section, thus no reimbursement form The PGA was provided. Mr. Williams covered the expenses related to the Annual Meeting. Mr. Williams explained when the transition occurred to the new chart of accounts, \$23,000 of the budget for National Meetings was placed in Committee & Meetings Expense, and \$23,000 was placed in PGA Meeting Expenses. As a result, on the Statement of Activities PGA Meeting will show being significantly over budget and Committee-Meetings will be under budget. Bottom line, expenses were above budget for Annual Meeting (January) and District 10. With new practices and policies in place, staff and the Board can ensure this over spending will not occur in the future.

Gary Bebelaar asked how expenses reimbursing Directors in the future would be handled. This was discussed and determined Mr. McMillen would develop an Expense Report all Directors would be required to use to report their expenses. Qualified airfare will be reimbursed upon receipt, but all other expense would be reimbursed after the meeting within 10 days of them being submitted.

***Gary Bebelaar moved to approve the financial report. Brad Morrow seconded the motion. Motion approved (unanimous)***

Mr. Williams reported the Audit was finalized and presented copies of the final report. Mr. Williams stated nothing was changed in the final draft and the recommendations made in the report had been adopted.

***Pete Garvey moved to accept the results of the audit. Ralph Landrum seconded the motion. Motion approved (unanimous).***

## **PRESIDENT'S REPORT**

Mr. Osborne deferred his report stating all his comments would be made during the strategic planning session.

## **EXECUTIVE DIRECTOR REPORT**

### **Annual Meeting**

Steve McMillen reported who was attending The PGA Annual Meeting (November), which includes: Gary Bebelaar, Ralph Landrum, Brad Morrow, Chris Osborne, Chris Redle, Steve Shafer, Mike Thomas, and Kelly Williams. Mr. McMillen said he would be sending out a final details email before the meeting.

### **Digital Properties Project**

Mr. McMillen stated he selected 603 Designs as the designer/programmer of the new website. 603 Designs was selected as they demonstrated to have the best understanding of the project. The launch date for the website is January 15 and will coincide with the launch of the Mobile APP and Kentucky Golf Insider (newsletter sent to those with active Handicap Indexes).

## COMMITTEE REPORTS

### Education

Pete Garvey reported on the upcoming Callaway Education Program. Darrell Crow, Jack Barber, and Ken Morton Sr. will conduct an industry roundtable discussion. The Education Committee has developed a list of questions to facilitate the discussion, but hopes the membership will add to the questions once the program is started. Additionally, Mr. Garvey reported the winter education series would feature three seminars, public operations, private operations, and teaching. The spring program will feature a “well known” instructional type speaker.

### Special Awards

Garry Nelson reported Special Awards nominations are being requested until November 1. Nominees will have until December 15 to return their materials. The Committee meeting will be held by January 15 to make selections.

### Sponsorship

Brad Morrow reported he has been working with Mr. McMillen on the 2013 sponsorship plan as well as the Corporate Partners Program. Mr. Morrow reported he and Mr. McMillen had recently sat down with individuals from UPS to learn how UPS awards sponsorships and grants. Mr. Morrow said the process is very involved and typically, awards are granted on a one-time basis.

Mr. McMillen updated everyone on the status of the Corporate Partners Program. Promotional materials and the proposal template have all been completed. Network meetings are being held to determine synergies with prospective corporations. To date, two companies (PNC and Pepsi) are at the proposal stage. Mr. McMillen stated the process is not easy and there are no “home runs”, but he is optimistic this is the right approach.

## OLD BUSINESS

Dick Bradow reported a Louisville report has been added to Performance Trak. Dick Bradow said this is good news, but he stressed the importance of getting more KPGA members reporting data. Mr. McMillen said he has made this a KPI that will be presented during the strategic planning session.

Mr. Osborne was asked to update the Board on the status of District 3 representation. Mr. Osborne reported no individual has stepped up to fill in the vacant position created by Chris Brown’s resignation. Mr. McMillen stated during his tour of Western Kentucky the previous month he talked to several individuals, and Jason Steely has interest in the position, but would need to speak to his GM and wife to gain permission.

## NEW BUSINESS

There was no official new business, because of the strategic planning session to occur as part of the retreat.

## ADJOURNMENT

***Garry Nelson moved to adjourn the meeting. Chris Redle seconded the motion. Motion approved (unanimous)***

The meeting was adjourned at 3:15 p.m.

## **NOTES FROM STRATEGIC PLANNING SESSION**

Mr. Osborne opened the strategic planning session by stating this part of the retreat was not an official board meeting thus there would not be a need for formal motions. Any plans and decisions would be submitted for approval at the next board meeting.

## **GOVERNANCE**

### **Key Performance Indicators**

KPIs are commonly used by an organization to evaluate its success or the success of a particular activity in which it is engaged. Sometimes success is defined in terms of making progress toward strategic goals, but often success is simply the repeated achievement of some level of operational goal. Accordingly, choosing the right KPIs is reliant upon having a good understanding of what is important to the organization. 'What is important' often depends on the department measuring the performance - the KPIs useful to finance will be quite different from the KPIs assigned to sales, for example. Because of the need to develop a good understanding of what is important, performance indicator selection is often closely associated with the use of various techniques to assess the present state of the business, and its key activities. These assessments often lead to the identification of potential improvements; and consequently, performance indicators are routinely associated with performance improvement' initiatives.

Mr. McMillen presented a draft of KPI's he recommends the KPGA adopt. Mr. McMillen broke down the KPI's into categories of Operations Objectives, Employment and Retention, Member Engagement and Satisfaction, and Growth of the Game. Each objective was discussed and Mr. McMillen was asked to make changes to the KPI's per the discussion. The KPI's will be submitted to the Board to review in advance of the next Board meeting and voted on at such meeting.

### **Bylaws**

Mr. McMillen presented a draft revision of the bylaws. Mr. McMillen stated the draft revision was based upon comments collected from the Board throughout the year. Each page was discussed and minor changes made based on the discussion. Mr. McMillen was asked to update the document with the discussed changes. The bylaws will be submitted to the Board to review in advance of the next Board meeting and voted on at such meeting.

### **Governance Policies**

Governance policies are developed to clarify governance roles and improve the efficiency and effectiveness of an organization. If ever there is a conflict between an organization's bylaws and its governance policies, the bylaws take precedence. Governance policies are broken down into three types for similar organizations; Board-ED Relationship Policies, ED Operating Policies, Board Operating Policies.

Currently the KPGA has only one such policy and it falls into the category of Board Operating Policies. The existing PGA National Meeting Attendance Policy was discussed. Additionally ideas for new policies related to Board and Committee Reimbursement, Submission of Expense Reports, and Travel Reservation Guidelines were discussed. Mr. McMillen was asked to update the existing PGA National Meeting Attendance Policy and to draft new policies per the discussion. The governance policies will be reviewed in advance of the next Board meeting and voted on at such meeting.

## **MEMBER CONFERENCES**

### **Schedule**

Meeting dates were discussed for future Member Conferences. It was determined the last Monday in February and the first Monday in December was good dates for future conferences.

### **Format & Agenda**

A number of ideas of format and agenda were discussed which include;

- Spring Meeting - special awards would be announced
- Fall Meeting – two day meeting only at the end of a MSR Cycle
- Business meeting should begin at 8:00 a.m.
- Education program should begin at education at 2 p.m.
- Conference should conclude by 5 p.m.
- 30 minutes should be allotted for the Apprentice-Assistants Division Meeting

### **Recommended Order of Agenda**

- Business meeting
- Break
- Apprentice-Assistants Division meeting
- Presentations
- Lunch and Vendor time
- Education program

## **TOURNAMENT SCHEDULING**

While not an agenda item the subject of tournament scheduling was brought up for discussion. Through discussion, Mr. McMillen asked for realistic timelines and guidelines to be established related to approval of the schedule and the time/priority of events. The following timelines and guidelines were discussed.

### **Scheduling Approval**

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|-----------------------------------|---------------------------------------|
| 1. Board Review of Major Schedule | May Board Meeting                     |
| 2. Board Review of Schedule       | October Board Meeting                 |
| 3. Board Approval of Schedule     | November Board Meeting                |
| 4. Publishing of Schedule         | December (Fall Membership Conference) |

### **Priority of Scheduling and Recommended Timeframes for Events**

1. Section Championship (September – 3<sup>rd</sup> or 4<sup>th</sup> week)
2. Kentucky Open (July - 2nd or 3rd)
3. Match Play (October)
4. Senior Open (May)
5. Senior Section Championship (August)
6. Assistants Championship (August)

## **GROWTH OF THE GAME**

The KPGA Board believes Growth of the Game must be a focus of The Section. The following topics were discussed.

### **Golf Promotion Events**

Golf Promotion events conducted by the Section should be held for general golfers and not a sub section of golfers (i.e. women or juniors only). Typically, these types of events yield very small return and are not supported by membership. These events should be held at locales other than golf courses, but for demographics that could yield new players. No timelines or assignments were made

### **KPGA Program**

A KPGA program such as “golf in schools” is an interest of The Section. Before such a program can be developed, more needs to be researched into what it will take both financially and human resource wise. No timelines or assignments were made.

### **Support of Member Programs**

The focus of this discussion was to promote Get Golf Ready programs and PGA Junior Leagues. Both programs will receive a lot of marketing support in the future and The Section must strongly promote these programs to members and help promote them to the general golf public. Get Golf Ready will be promoted on the website, Inside Kentucky Golf, and KPGA Weekly. A member of PGA HQ staff will be at the Fall Meeting to present details of PGA Junior League. Kelly Williams stated this would be his “mission accomplished” project for 2013.

### **Growth of the Game Manager**

The KPGA is very interested in Golf House Kentucky (KGA-PGA, Inc.) hiring a Growth of a Game Manager. Hiring a Growth of the Game Manager would be very beneficial to members by providing support to members for facilitating program development, and program registration/reporting training. In addition, a Growth of the Game Manager could be the driving force to getting courses to institute the handicap sales program Mr. McMillen had implemented with his former association.

Mr. McMillen stated he feels the other organizations would be receptive to the concept as they understand the value of strengthen the core, engaging the lapse, and driving the new. Mr. McMillen stated the KPGA may need to financially support a majority of the position in the first couple of years. Mr. McMillen was tasked with researching the costs of position.