



PGA

Kentucky Section

Section Business Plan Calendar Year 2012

Approved July 31, 2012

EXECUTIVE SUMMARY

2012 is a unique year for the Kentucky Section of the PGA of America. The year begins with the departure of Executive Director Mark Hill, who had lead the Kentucky PGA for over 10 years. Steve McMillen, PGA was named the new Executive Director in mid-January, but could not begin his duties until mid-March. The key goal of the Kentucky PGA for 2012 is to ensure programs meet member expectations, and to support the transition of Steve McMillen. While there are many great programs that could begin or be enhanced in 2012, it is important the new Executive Director be able to gain an understanding of existing programs and conduct an operational audit so he can effectively led the organization into the future. The 2012 Operations Business Plan is broken down into six key categories, which include; Strategic Relations, Governance, Operations, Membership Programs & Services, Growth of the Game, and Foundation. The following objectives are listed by category.

Strategic Relations

1. Promote and foster the collaborative spirit between Kentucky's Family of Golf Organizations.
2. Embrace and promote Kentucky Golf Foundation fundraising initiatives.

Governance

1. Ensure board members are strategically aware of the Section's challenges and opportunities.
2. Ensure all members are apprised of Board of Directors actions as well as non-routine and potentially controversial issues as early as possible and where possible prior to resolution.
3. Review all KPGA governance documents (By-Laws and Board Policies) and modernize to ensure governance is effective and efficient.

Operations

1. Work with Kentucky's Family of Golf Organization to hire and transition new Executive Director.
2. Contract accounting firm to conduct a financial audit of KPGA and KPGA Foundation.
3. Develop and implement an investment strategy that limits volatile market exposure to decrease fluctuations in investment portfolio value.
4. Develop an intuitive analytical reporting system to ensure board members can understand the financial health of the Section.
5. Retain and secure funding for all KPGA programs and tournaments.
6. Develop and implement a digital and social media content plan to increase promotion of programs, tournaments and audience participation while minimize efforts of staff.
7. Update kygolf.org to a web 2.0 framework in conjunction with all Kentucky's Family of Golf Organizations to provide a more unified Kentucky golf brand and news source.

Membership Programs & Services

1. Enhance KPGA competition program through frequent analysis and feedback.
2. Ensure KPGA members and apprentices are offered pertinent education opportunities that address current industry and business trends.
3. Ensure employment issues are proactively addressed.
4. Evaluate and determine future of key special programs.

Growth of the Game

1. Support and promote the KPGA's joint efforts with the KGA junior golf programs and initiatives within Kentucky.
2. Actively promote the Golf 2.0 strategic initiative to KPGA membership.

Foundation

1. Develop a fundraising program to ensure long-term funding for KPGA grants and programs.
2. Actively manage and promote KPGA Foundation grants and events.

OBJECTIVES AND STRATEGIES

Business objects are attributes, procedures, and constraints used to manage a business. Effective objectives shall have a shared understanding between staff and directors and be adaptable to change.

STRATEGIC RELATIONS

Objective 1 - Promote and foster the collaborative spirit between Kentucky's Family of Golf organizations.

Strategies

1. Invite the President of the Kentucky Golf Association President to address KPGA membership at the Spring and Fall Membership Conference.
2. Executive Director shall regularly update via KPGA Weekly and kygolf.org activities of Kentucky's family of golf organizations.

Objective 2 – Embrace and promote Kentucky Golf Foundation fundraising initiatives.

Strategies

1. Jointly work with KGA to develop fundraising initiatives.
2. Encourage members to participate in KGF annual tournament.

GOVERNANCE

Objective 1 - Ensure board members are strategically aware of the Section's challenges and opportunities.

Strategies

1. Executive Director will send a monthly operations report beginning in July.
2. Develop a results based governance model to increase governance effectiveness.
3. Identify key performance indicators that can be tracked to measure success and health of the Section.
4. Executive Director shall provide continual updates to the board and membership via emails in regards to the identified KPI's.

Objective 2 - Ensure all members are apprised of Board of Directors actions as well as non-routine and potentially controversial issues as early as possible and where possible prior to resolution.

Strategies

1. Develop area meetings with implementation plan to begin in 2013.
2. Develop an orientation program for new apprentices, relocating members, newly appointed committee members and newly elected Directors.

3. Promote the PGA of America's Strategic Plan and Programs to the Membership.

Objective 3 - Review all KPGA governance documents (By-Laws and Board Policies) and modernize to ensure governance is effective and efficient.

Strategies

1. By-laws to be reviewed in detail by the Board at fall 2012 strategic planning session.
2. Review 2015 KPGA Vision Statement at meetings prior to spring and fall membership conferences.
3. Provide progress reports of the Operations Business Plan at each board meeting.

OPERATIONS

Objective 1 - Work with Kentucky's family of golf organization to hire and transition new Executive Director.

Strategies

1. Outline priorities for new Executive Director.
2. Each board member to have private meeting with the new Executive Director to provide their personal SWOT analysis of the Section.
3. Support new Executive Director by providing frequently feedback.

Objective 2 – Contract accounting firm to conduct a financial audit of KPGA and KPGA Foundation.

Strategies

1. Identify and hire independent accounting firm.
2. Require contracted accounting firm to present audit report at board meeting.

Objective 3 – Develop and implement an investment strategy that limits volatile market exposure to decrease fluctuations in investment portfolio value.

Strategies

1. Develop a Finance Committee.
2. Finance committee shall review existing investments and investment strategy and to make recommendations to the board on investment strategy.
3. Finance Committee shall conduct end of year review of investment strategy.

Objective 4 – Develop an intuitive analytical reporting system to ensure board members can understand the financial health of the Section.

Strategies

1. Develop new procedures for financial tracking and reporting that will include new chart of accounts.
2. Develop analytical reports to YTD to Budget, YTD to Prior Reporting Period and Variance reports that will be made available at the end of each fiscal quarter.

Objective 5 – Retain and secure funding for all KPGA programs and tournaments.

Strategies

1. Develop new corporate partnership program focusing on endemic and non-endemic partnerships. Program will provide branding exposure, tangible "value adds" through B2B and consumer activation components.
2. Cross market corporate partnership program with all of Kentucky's Family of Golf Organizations.
3. Develop a prospect list and assist Executive Director in networking with key decision makers.

Objective 6 – Develop and implement a digital and social media content plan to increase promotion of programs, tournaments and audience participation while minimize efforts of staff.

Strategies

1. Inventory social media properties.
2. Develop list of user names and passwords for social media properties.
3. Review social media properties for relevance and branding.
4. Consolidate social media properties to ensure consistency and branding.
5. Create a posting schedule that ensures frequency is effective.
6. Post content that is relevant and interesting to members.

Objective 7 – Update kygolf.org to a web 2.0 framework in conjunction with all Kentucky’s family of golf organizations to provide a more unified Kentucky golf brand and news source.

Strategies

1. Determine the needs and wants of the KPGA membership.
2. Evaluate existing web content management system and compare between Word Press to determine which system will service kygolf.org’s long term needs.
3. Jointing agree with Kentucky’s family of golf organizations budget for kygolf.org redevelopment and monthly maintenance costs.

MEMBERSHIP PROGRAMS & SERVICES

Objective 1 – Enhance KPGA competition program through frequent analysis and feedback

Strategies

1. Tournament Committee shall meet regularly to establish/review guidelines and set goals and objectives for the KPGA’s Tournament Program.
2. Conduct an annual tournament program survey audit.

Objective 2 – Ensure KPGA members and apprentices are offered pertinent education opportunities that address current industry and business trends.

Strategies

1. KPGA Assistant/Apprentice workshops will be open to all members and conducted in winter and spring.
2. Education Committee will work to secure speakers/presenters for relevant topics at spring and fall member conference.

Objective 3 – Ensure employment issues are proactively addressed.

Strategies

1. Maintain a positive working relationship with PGA Employment Consultant.
2. Invite PGA Employment Consultant Dick Bradow, PGA Employment Consultant to all KPGA Board of Directors meetings to provide a report during committee report agenda.
3. Invite PGA Employment Consultant to provide report at Fall and Spring Membership Conference.
4. Post bi-monthly on kygolf.org and KPGA Weekly the PGA Employment Consultant “Career Notes”.
5. Value and maintain relationship with Eastern Kentucky Universities PGA PGM Program.

Objective 4 - Evaluate and determine future of key special programs.

Strategies

1. Board of Directors shall set program profit guidelines to evaluate special programs annually.
2. Research travel pro-am options that will increase net revenue and participation.
3. Create an Ad Hoc Committee to review Tee Pass and make recommendations for improvement.

GROWTH OF THE GAME

Objective 1- Support and promote the KPGA's joint efforts with the KGA junior golf programs and initiatives within Kentucky.

Strategies

1. Jointly with KGA evaluate the Junior Golf Tour and junior golf initiatives and make necessary changes to ensure long term viability.
2. Encourage KPGA members to take ownership and support joint junior golf initiatives.
3. Value and maintain positive relationship with The First Tee Chapters in Kentucky.
4. Continue development of a golf academy.

Objective 2 - Actively promote the Golf 2.0 strategic initiative to KPGA membership.

Strategies

1. Continually update members of best practices and available resources.
2. Encourage KPGA members to register and track growth of game programs.
3. Conduct at least three Play Golf America Play Days with at least one at an off-course location.

FOUNDATION

Objective 1 - Develop a fundraising program to ensure long-term funding for KPGA grants and programs.

Strategies

1. Encourage KPGA members to participate in a Kentucky Golf Day event.
2. Provide pgagolfdays.com as a resource for management of Kentucky Golf Day event.

Objective 2 - Actively manage and promote KPGA Foundation grants and events.

Strategies

1. Conduct the Don Fightmaster Golf Tournament for Exceptional Children.
2. Promote KPGA Growth of the Game Grants to KPGA members managed programs.