



PGA

Kentucky Section

Section Business Plan Calendar Year 2013

WHO WE ARE

The PGA of America is an organization made up of over 28,000 golf professionals, each of whom is dedicated to promoting the game. The PGA of America functions as a service organization to its member professionals, providing continuing education, personal development, employment services, competitive tournaments, and certification. In addition, there are several benevolent functions The PGA of America provides to members, their families, and the entire golfing community.

To provide these services on a local level, The PGA of America is divided into 41 subsidiaries, or Sections. The Kentucky Section of The PGA (KPGA) is one of 41 Sections of the PGA of America. Formed in 1925, the Kentucky Section, the parameters of which are determined by the border for the Commonwealth of Kentucky, is made up of over 300 PGA Members and Apprentices across the Commonwealth.

The KPGA is dedicated to the promotion of the game of golf and providing ongoing education and professional development of Kentucky PGA Professionals. Kentucky PGA Professionals are responsible for conducting a variety of golf-related functions, which include general management, golf instruction, tournament operations, golf shop merchandising, junior golf programs, golf club repair and much more. KPGA is a founding member of Golf House Kentucky, the umbrella organization that manages Kentucky's Family of Golf Organizations.

OUR PURPOSE

The mission of Kentucky PGA is to promote the enjoyment and involvement in the game of golf and to contribute to its growth by providing services to golf professionals and the golf industry.

The PGA will accomplish this mission by enhancing the skills of its professionals and the opportunities for amateurs, employers, manufacturers, employees, and the public.

In so doing, The PGA will elevate the standards of the professional golfer's vocation, enhance the economic well-being of the individual member, stimulate interest in the game of golf, and promote the overall vitality of the game.

OUR VISION

Our vision is to be a ~ *currently there is no formal vision* ~

OUR CORE VALUES

The Section's vision and mission are supported by the following collective values ~ *currently there is no formal core values* ~

OUR PROGRAMS AND SERVICES

- Membership Services
- Member Education
- Member Tournaments
- Growth of the Game Grants

COMMITTEE STRUCTURE

Board of Directors

- Guiding Principles TBD in 2013
- Chair Chris Osborne
- Vice Chair Kelly Williams
- Members Gary Bebelaar, Pete Garvey, Ralph Landrum, Garry Nelson, Brad Morrow, Chris Redle, Steve Shafer, Jason Stilley, Will Schneider, Larry Ward
- Meeting Frequency Quarterly with conference calls in-off months
- Key Functions TBD in 2013

Executive

- Guiding Principles TBD in 2013
- Chair Chris Osborne
- Vice Chair Kelly Williams
- Members Ralph Landrum, Steve Shafer, Kelly Williams
- Staff Liaison Steve McMillen
- Meeting Frequency As needed
- Key Functions TBD in 2013

Finance

- Guiding Principles TBD in 2013
- Chair Kelly Williams
- Vice Chair Garry Nelson
- Members
- Staff Liaison Steve McMillen, Barbara Peak
- Meeting Frequency As needed
- Key Functions TBD in 2013

Assistants-Apprentice

- Guiding Principles TBD in 2013
- Chair Will Schneider
- Vice Chair Chris Redle
- Members Alex Martin, Jim Patton
- Staff Liaison Erin Horn
- Meeting Frequency As needed
- Key Functions TBD in 2013

Business Development

- Guiding Principles TBD in 2013
- Chair Brad Morrow
- Vice Chair
- Members
- Staff Liaison Steve McMillen
- Meeting Frequency As needed
- Key Functions TBD in 2013

Education

- Guiding Principles TBD in 2013
- Chair Pete Garvey
- Vice Chair
- Members Craig Heibert, Brad Morrow, Tenye Ohr
- Staff Liaison Steve McMillen, Erin Horn
- Meeting Frequency As needed
- Key Functions TBD in 2013

KPGA Foundation

- Guiding Principles TBD in 2013
- Chair Steve Shafer
- Vice Chair Chris Osborne
- Members Gary Bebelaar, Ralph Landrum, Mike Riley, Kelly Williams
- Staff Liaison Steve McMillen, Erin Horn
- Meeting Frequency Annually (February)
- Key Functions TBD in 2013

Growth of the Game

- Guiding Principles TBD in 2013
- Chair Ralph Landrum
- Vice Chair
- Members Jamie DeKeuster, Chris Redle, Keith Reese, Ron Roberts, Tyrus York, Colby Wollitz
- Staff Liaison Steve McMillen
- Meeting Frequency As Needed
- Key Functions TBD in 2013

Membership

- Guiding Principles TBD in 2013
- Chair Ralph Landrum
- Vice Chair
- Members
- Staff Liaison Erin Horn
- Meeting Frequency As Needed
- Key Functions TBD in 2013

Special Awards

- Guiding Principles TBD in 2013
- Chair Garry Nelson
- Members
- Staff Liaison Erin Horn
- Meeting Frequency Annually (January)
- Key Functions TBD in 2013

Tournament

- Guiding Principles TBD in 2013
- Chair Steve Shafer
- Vice Chair Gary Bebelaar
- Members John Bachman, Chad Douglas, Aaron McDowell, Keith Ohr, Chris Redle, Will Schneider, Pat Stephens, Jason Stilley, Mike Thomas, Blake Watts
- Staff Liaison Bill Coomer
- Meeting Frequency As Needed
- Key Functions TBD in 2013

EXECUTIVE SUMMARY

2012 was a transitional year with new officers and Executive Director. However, progress was made related to accounting, communications, governance, and strategic planning. 2013 should be an exciting year as old programs are revitalized and new strategies are developed and implemented. The 2013 planning process consisted of the following components: operations audit by Executive Director, board strategic retreat, and committee requests. The 2013 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. Implement performance based governance strategies
2. Ensure board members are strategically aware of the Section's challenges and opportunities
3. 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
4. Review committee structure and modify to make committees more relevant

Operations

1. Retain and secure funding for all KPGA programs and tournaments
2. Implement a digital and social media content plan to increase promotion of programs, tournaments and audience participation while minimize efforts of staff
3. Ensure new apprentices, members and transferring members are integrated into the Section

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. Develop a new member/member transfer orientation program

Growth of the Game

1. Support and promote the joint junior golf programs and initiatives within Kentucky
2. Actively promote the Golf 2.0 strategic initiative to KPGA membership
3. Facilitate the development of a youth program that introduces golf in school and transitions them to the golf course to be implemented under the joint foundation umbrella

Foundation

1. 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 Kentucky Golf Association President to address the KPGA membership at the Spring and Fall Membership Conference
2. Upon invitation, President or designated officer shall attend KGA Board meetings and provide a KPGA message
3. Executive Director shall regularly provide updates via KPGA Weekly and kygolf.org activities of Kentucky's family of golf organizations to the KPGA Membership

Objective 2 – Embrace and promote Kentucky Golf Foundation fundraising initiatives

Strategies

1. Support the develop of revitalized fundraising initiatives that include a tournament and an annual giving program
2. Encourage members to participate in PGA Golf Day
3. Work with PGA Foundation to develop PGA Reach

GOVERNANCE

Objective 1 – Implement performance based governance strategies

Strategies

1. Develop strategies to ensure KPI's are achieved
2. Executive Director shall monitor and provide status reports on KPI's
3. Analyze end of year success of KPI's and modify as needed for 2014

Objective 2 - Ensure board members are strategically aware of the Section's challenges and opportunities

Strategies

1. Conduct conference calls during months there are not board meetings
2. Executive Director will forward PGA Highlights as received from District 10 Director
3. Executive Director will communicate via appropriate methods of key announcements from The PGA

Objective 3 - 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 2014
2. Develop and implement a digital new board member orientation program
3. Promote The PGA of America's strategic plan and programs to the membership

Objective 4 – Develop a more effective committee structure

Strategies

1. Each committee shall develop guiding principles and 3 to 7 key functions.
2. Vice President to review with Secretary existing committee's purpose and appointments
3. Modify committee structure based upon review
4. Incoming President to appoint committee chairs before Fall Membership Conference

OPERATIONS

Objective 1 – Implement the social media strategy to increase promotion of programs, tournaments, and audience participation

Strategies

1. Create a posting schedule that ensures frequency is effective
2. Post content that is relevant and interesting to members
3. Utilize Hootsuite to distribute posts efficiently

Objective 2 – Retain and secure funding for all KPGA programs and tournaments

Strategies

1. Implement new corporate partnership program focusing on endemic and non-endemic partnerships
2. Develop a sponsorship agreement to ensure a shared understanding of the sponsorship details
3. Send sponsorship billing in the spring with due dates 30 days in advance of sponsorship event
4. Host a sponsorship appreciation function in the fall
5. Provide sponsors a year-end review of metrics

MEMBERSHIP PROGRAMS & SERVICES

Objective 1 – Enhance KPGA Tournament 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. Develop the 2014 tournament schedule for final approval no later than October 31
3. Conduct an annual tournament program audit (digital survey) in November

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

Strategies

1. Provide a star key note speaker for the Spring Membership Conference
2. Utilize PGA staff/directors for Fall Membership Conference
3. Provide a series of winter workshops will be open to all members
4. Develop and conduct Section teaching/coaching summit to be held in the fall

Objective 3 – Ensure employment issues are proactively addressed

Strategies

1. Invite PGA Employment Consultant to all KPGA Board of Directors meetings to provide a report during committee report agenda
2. Invite PGA Employment Consultant to present report at Spring and Fall Membership Conference
3. Make available via KPGA Weekly and kygolf.org the bi-monthly PGA Employment Consultant's "Career Notes"
4. Maintain relationship with Eastern Kentucky University's PGA PGM Program

Objective 4 – Ensure new apprentices, members, and transferring members are integrated into the Section

Strategies

1. Director, Communication & Membership will send Directors list of new members and apprentices
2. Executive Director will send welcome letter to all new apprentices, members, and transferring members
3. Develop an orientation program for new apprentices, members, and transferring members

GROWTH OF THE GAME

Objective 1- Support and promote the junior golf programs and initiatives within Kentucky

Strategies

1. Promote and support the joint Kentucky PGA Junior Tour
2. Implement PGA Junior League within the Section
3. Maintain positive relationships with The First Tee Chapters in Kentucky
4. Facilitate development of a youth program that introduces golf in schools and transitions them to the golf course. Program will be a Golf House Kentucky program managed by the Kentucky Golf Foundation

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

Strategies

1. Promote via KPGA Weekly and Members Section (kygolf.org) a monthly message supporting key Golf 2.0 initiatives
2. Continually update members on best practices and available resources
3. Encourage KPGA members to register and track growth of game programs
4. Conduct at least two Play Golf America Days at off-course locations

FOUNDATION

Objective 1 - Actively manage and promote KPGA Foundation grants and events

Strategies

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