



PGA

Kentucky Section

Section Business Plan

Calendar Year 2014

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.

Approved April 24, 2014

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

Role

The Board of Directors shall be entrusted with the management of Section and shall have the right to interpret the bylaws and give direction in cases not provided therein.

Key Functions

- Develop and maintain a strategic plan
- Annually develop and implement a business plan
- Monitor the fiscal policies and budget, modify as allowed under the Governance Policies
- Evaluate and maintain the Articles of Incorporation, By-Laws, and Governance Policies
- Insure the overall efficiency and effectiveness of the Association's operations
- Establish and interpret the policies and procedures of the Association

Meeting Frequency

January (before PGA Show)
February (day before Spring Member Conference)
May (middle to end of may)
August (middle of month)
October (business planning session – mid October)
December (day before Fall Member Conference)
Monthly Conference Calls (4th Thursday at 8 a.m.)
No meeting in November

Chair

President, Kelly Williams

Vice Chair

Vice President, Ralph Landrum

Members

Secretary, Pete Garvey
Honorary Past President, Chris Osborne
District 1, Larry Ward
District 2, Brad Morrow
District 3, Jason Stilley
Director At Large – Jamie DeKeuster
Director At Large – Craig Heibert
Director at Large – Garry Nelson
Director At Large – Chris Redle
Assistants-Apprentices President, Kris Kleinsasser

Staff Liaison

Steve McMillen

EXECUTIVE COMMITTEE

Role

The Executive Committee shall act on behalf of and at the direction of the Board when it is not in session. It shall have broad discretionary authority with respect to routine and expected functions.

Key Functions

- Handle routine and expected functions requiring approval for staff
- Respond to routine Board of Control inquiries
- Attend National Leadership Conference
- Delegation to Annual Meeting

Meeting Frequency As Needed

Chair President, Kelly Williams

Vice Chair Vice President, Ralph Landrum

Members Secretary, Pete Garvey
 Honorary Past President, Chris Osborne

Staff Liaison Steve McMillen

ASSISTANTS-APPRENTICES

Role

The role of the Assistants-Apprentices Board is to represent the views of Assistants and Apprentices to the Kentucky PGA Board of Directors and oversee specific assistant-apprentice events.

Key Functions

- Oversee Assistant Tournaments
 - Assistant Championship
 - Assistant Match Play
- Facilitate Raffle

| | |
|-------------------|--|
| Meeting Frequency | As Needed |
| Chair | Assistants-Apprentices President, Kris Kleinsasser |
| Vice Chair | Assistants-Apprentices Vice President |
| Members | Appointed by the Assistants-Apprentices President |
| Staff Liaison | Erin Horn |

BUSINESS DEVELOPMENT

Role

The Business Development Committee shall assist the Executive Director to develop relationships with endemic and non-endemic corporations. The relationship between KPGA Members and corporation executives will help bridge the gap for the Executive Director to begin dialogue that would engage the companies towards sponsoring Golf House Kentucky and specifically the Section.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Identify endemic and non-endemic business as potential corporate partners
- Qualify potential corporate partners
- Working with staff to identify, cultivate, and solicit funds from various sources of support
- Developing guidelines to ensure stakeholders are acknowledged appropriately, fundraising efforts are cost-effective, and ethical practices are followed

Meeting Frequency As Needed

Chair Brad Morrow

Vice Chair Garry Nelson

Members Danny Baron
 Kevin Childers
 Jamie DeKeuster
 Eric Gilliland
 Kelly Maxwell

Staff Liaison Steve McMillen

Current Challenges

1. Providing a return on investment
2. Members saying thank you
3. Members accepting visitation from the representatives of our endemic partners

2014 Key Priorities

1. Identify and qualify five new potential corporate partners
2. Develop corporate partner appreciation program

EDUCATION

Role

The Education Committee shall ensure relevant and cost effective education opportunities are provided to KPGA members to enhance their professional skills.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Determine the educational needs of the membership (as identified through needs assessments and member surveys) and identify or develop resources and delivery modalities to address those needs
- Work closely with staff in coordinating speaker agreements and conference logistics
- Oversee the education sessions at the Fall and Spring Member Conference
- Review educational program to ensure ongoing effectiveness of all educational activities

Meeting Frequency As needed

Chair Craig Heibert

Vice Chair Pete Garvey

Members Danny Baron
Mike Finney
Jon Hardesty
Chris Hamburger
Brad Morrow
Tennye Ohr

Staff Liaison Erin Horn

Current Challenges

1. Providing relevant education to meet the needs of entire membership
2. Providing cost effective education

2014 Key Priorities

1. Development of the Pro2Pro program
2. Development of a Section Teaching Summit

FINANCE

Role

The Finance Committee shall primarily provide financial oversight for the Section to ensure transparency to the membership. Although the entire board carries fiduciary responsibility for the organization, the Finance Committee shall serve as leadership in this area.

Key Functions

- Develop and oversee internal controls and accountability policy and procedures
- Develop and recommend the annual operating budget for approval by the Board
- Monitor adherence to the budget
- Develop useful and readable report formats with staff
- Set long-range financial goals along with funding strategies to achieve them
- Create and oversee an investment policy detailing the objectives of the investment portfolio, guidelines on the asset allocation of the portfolio based on a predetermined level of risk tolerance, authorizations for executing transactions, disposition of earned income, etc.
- Annually review the investment policy and make recommendations to update if necessary
- Recommend the selection and evaluate the investment managers/advisors

| | |
|-------------------|-------------------------------|
| Meeting Frequency | As needed |
| Chair | Ralph Landrum |
| Vice Chair | Pete Garvey |
| Members | Garry Nelson Craig Heibert |
| Staff Liaison | Steve McMillen |

Current Challenges

1. Committee development
2. Understanding of current practices

2014 Key Priorities

1. Diversifying cash assets
2. Provide additional oversight to accounting practices

KPGA FUND

Role

The KPGA Fund Committee shall oversee the solicitation of applications for grants and scholarships and facilitate the selection process.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Review purposes of grants and make recommendations to the board for changes
- Review grant application and ensure forms are simple to complete and provide effective information
- Ensure grant opportunities are promoted to appropriate audiences
- Review applications and make selections in accordance with program guidelines

Meeting Frequency At least one week before Spring Member Conference

Chair Chris Osborne

Vice Chair Kelly Williams

Members Ralph Landrum
Pete Garvey
Steve Shafer
Gary Bebelaar
Mike Riley

Staff Liaison Steve McMillen

Current Challenges

1. Long term funding

2014 Key Priorities

1. Dissolve KPGA Foundation and operate as restricted fund under the Kentucky Golf Foundation

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GROWTH OF THE GAME

Role

The Growth of the Game committee shall oversee the development and implementation of Section and key national programs designed to strengthen the core, engage the lapse and grow new golfers.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Identify or develop resources and delivery modalities to promote the game
- Conduct consumer promotional events in non-traditional settings
- Educate membership on national programs and available resources
- Encourage participation in designated key national programs
- Educate and encourage members on the value of reporting

| | |
|-------------------|-----------------------------|
| Meeting Frequency | As needed |
| Chair | Ralph Landrum |
| Vice Chair | Jamie DeKeuster |
| Members | Colby Wollitz Tyson York |
| Staff Liaison | Steve McMillen |

Current Challenges

1. Apathy, we need to motivate the membership to participate
2. Education of the membership about the various programs ensuring everyone has an understanding that there is something in Golf 2.0 for everyone
3. With the size of the state and the three main population centers so spread it is difficult to get much excitement or participation involved in bigger events held at non-traditional venues e.g. ball parks, malls, community fairs etc.

2014 Key Priorities

1. Develop a comprehensive consumer promotion event program
2. Provide leadership to the KFGO to develop a golf in schools program

JUNIOR GOLF

Role

The Junior Golf Committee shall ensure there are quality and cost effective opportunities for juniors to learn, play and compete in the game of golf.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Promote PGA Junior League
- Conduct the PGA Junior League State Championship
- Promote Drive, Chip, and Putt
- Conduct local Drive, Chip, Putt qualifiers
- Develop and promote learn opportunities

| | |
|--------------------------|-----------------------------|
| Meeting Frequency | As needed |
| Chair | Larry Ward |
| Vice Chair | Craig Heibert |
| Members | John Bachman Scott Smith |
| Staff Liaison | Kelly Newland |

Current Challenges

1. Kentucky PGA Junior Tour has been on decline
2. Outside of facility programs there are no statewide initiatives for juniors to learn the game

2014 Key Priorities

1. Increase PGA Junior League team participation
2. Successful management of local Drive, Chip, Putt local qualifier
3. Enhance reputation of Kentucky PGA Junior Tour

MEMBERSHIP

Role

The Membership Committee shall develop and implement efficient and effective membership services, to ensure the membership understand programs, availability of resources and is recognized internally and to the general public.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Ensure membership reports are filed in a timely fashion
- Report to the general membership semi-annually membership levels
- Provide orientation to new members to the Section
- Recognize special certifications and designations
- Promote members to the general public
- Annually conduct membership survey

| | |
|-------------------|-------------|
| Meeting Frequency | As Needed |
| Chair | Pete Garvey |
| Vice Chair | Vacant |
| Staff Liaison | Erin Horn |

Current Challenges

1. Ensuring membership reads and understands communications
2. Consumer understanding the role of a PGA Professional
3. Membership understanding role of Kentucky's Family of Golf Organizations and its benefits
4. Membership understanding how the KPGA operates

2014 Key Priorities

1. Inventory how we communicate with our membership and research alternative ways we can deliver our message while being cost effective
2. Conduct "Welcome to the Section" meeting quarterly via online presentation and follow-up with a meet and greet session at fall/spring member conference

SPECIAL AWARDS

Role

The Special Awards Committee shall facilitate the selection process of the special awards winners of the Kentucky Section and promote those winners to their KPGA members and Kentucky golfers.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Ensure guidelines and timelines are promoted to membership
- Conduct the annual awards ceremony
- Annually review guidelines and procedures, make recommendations to the Board of Directors

| | |
|-------------------|--------------------|
| Meeting Frequency | October January |
| Chair | Garry Nelson |
| Vice Chair | Vacant |
| Members | TBD |
| Staff Liaison | Erin Horn |

Current Challenges

1. Getting nominees to submit requested information
2. Consistency of committee evaluation
3. Making awards ceremony special

2014 Key Priorities

1. Enhance Special Awards Ceremony

TOURNAMENT

Role

The Tournament Committee shall provide oversight to the tournament program to ensure quality playing opportunities for KPGA members and apprentices.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Review the competitions policies, points allocations, formats, venues, and schedule
- Annually develop for approval by the Board the competition calendar and sites
- Assist staff in securing venues for tournaments and qualifiers
- Support staff in conducting the competitions through onsite assistance
- Assist staff in recruiting tournament officials and volunteers
- Approve any change to tournament calendar after publication by committee vote
- Arbitrate grievances relating to tournaments that cannot be resolved by the tournament director
- Conduct end of the year awards ceremony

Meeting Frequency As Needed

Chair Chris Redle

Vice Chair Jason Stilley

Members John Bachman
Chad Douglas
Derrick Griffitts
Kris Kleinsasser
Garry Nelson
Barry Payne
Bruce Oldendick
Keith Ohr
Mike Thomas

Staff Liaison Bill Coomer

Current Challenges

1. Events are perceived as stale
2. Scheduling
3. Quality of venues
4. Pace of Play
5. Providing prize purse to meet expectations

2014 Key Priorities

1. Development a smart schedule to be finalized by November 15
2. Analyze individual tournaments and determine what enhancements can be implemented
3. Review tournament types and determine if existing types meet wants of members
4. Research how to grow interest of the non-competitive members in tournaments
5. Enforce Pace of Play more consistently

Key Performance Indicators

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.

KPI CATEGORIES

- Operation Objectives
- Employment and Retention
- Member Engagement and Satisfaction
- Growth of the Game

Operation Objectives

1. Percentage of successfully completed versus planned business plan objectives
Measure: Business Plan Scorecard
Target: 90% of objectives successfully completed plus adequate explanation of variances
PY Actual: Not measured
2. Annual deviation relative to budgeted net income
Measure: Statement of Activities
Target: +/- \$7,500
PY Actual: + 2,626
3. Cost revenue ratio for overall tournament program
Measure: Statement of Activities
Target: No less than 95% and no more than 98%
PY Actual: 97.2%
4. Cycle time to report quarterly financial statements to Board of Directors
Measure: Treasurer's Summary report
Target: 45 days post quarter close (exception Spring Meeting – required 10 days before)
PY Actual: Compliant

Employment and Retention

1. PGA member penetration at facilities with 18 holes or more
Measure: PGA Business Intelligence – Facility (PGA vs. Non-PGA) report
Target: 64%
PY Actual: 63.4%
2. KPGA unemployment rate
Measure: PGA Business Intelligence - Members employed vs. unemployed report
Target: Less than 2.5%
PY Actual: 2.4%

3. Annual percentage of members completing compensation survey
Measure: PGA Business Intelligence – Compensation survey participation by section report
Target: 70%
PY Actual: 64.4%

Member Engagement and Education

1. Percentage of members meeting MSR Requirement
Measure: PGA Business Intelligence – MSR completion status report
Target: December 15, 2014 = 95%
Start of 2014: 41.2%
2. Annual participation headcount attending members conferences
Measure: Combined headcount of the two most recent member conferences
Target: 330 members
PY Actual: 370
3. Percentage of members who perceive communications are effective
Measure: Annual membership survey
Target: 70% of members highly to moderately satisfied with communications
PY Actual: 97.1%
4. Annual member education satisfaction rating
Measure: Annual spring education survey using Net Promoter Score format
Target: 60 NPS
PY Actual: 56
5. Annual member tournament satisfaction rating
Measure: Annual tournament player survey using Net Promoter Score format
Target: 55 NPS
PY Actual: 31

Growth of the Game

1. Percentage of KPGA member facilities using Performance Trak
Measure: Performance Trak – Facility participation percentage by rank
Target: 51%
PY Actual: 37.7%
2. Percentage of facilities promoting Tee it Forward
Measure: SMS Business Intelligence – TIF registration analysis report
Target: 51%
PY Actual: 26.4%
3. Percentage of facilities providing Get Golf Ready programs
Measure: PGA Business Intelligence – Approved facility report
Target: 41%
PY Actual: 39.2%

Business Plan Scorecard

Business Plan Scorecard Summary

Updated April 24, 2014

| Strategic Relations Summary | | Weight | Results |
|-----------------------------|--|--------|---------|
| Objective 1 | Promote and foster the collaborative spirit between Golf House Kentucky organizations | 3 | 0.0 |
| Objective 2 | Embrace and promote PGA REACH | 5 | 0.0 |
| Objective 3 | Embrace and promote Kentucky Golf Foundation Fundraising initiatives | 3 | 0.0 |
| Objective 4 | Promote to membership the importance of growing handicap subscriptions | 1 | 0.0 |
| Objective 5 | Ensure Board of Directors are provide education about Golf House Kentucky | 2 | 0.0 |
| Governance Summary | | Weight | Results |
| Objective 1 | Ensure directors are strategically aware of Section's challenges and opportunities | 3 | 0.0 |
| Objective 2 | Ensure membership 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 | 1 | 0.0 |
| Objective 3 | Expedite the timeline for finalization of the business plan | 3 | 0.0 |
| Operations Summary | | Weight | Results |
| Objective 1 | Work with our amateur partners to strengthen our joint organizations | 2 | 0.0 |
| Objective 2 | Enhance the effectiveness and efficiency of Board Meetings | 3 | 0.0 |
| Objective 3 | Successful execution of KPGA responsibilities for PGA Championship | 5 | 0.0 |
| Objective 4 | Retain and secure funding for all KPGA programs and services | 6 | 0.0 |
| Objective 5 | Monitor and evaluate fiscal policies | 2 | 0.0 |
| Objective 6 | Ensure the membership is provided the opportunity to provide feedback about programs and services | 1 | 0.0 |

Business Plan Scorecard Summary

Updated April 24, 2014

| Member Programs & Services Summary | | | Weight | Results |
|------------------------------------|---|--|--------|---------|
| Objective 1 | Develop a greater awareness of the KPGA to its members and amateurs | | 2 | 0.0 |
| Objective 2 | Develop and implement the Pro2Pro initiative to enhance the collegial aspects and resource sharing between KPGA Members and apprentices | | 3 | 0.0 |
| Objective 3 | Develop a Section teaching and coaching summit to enhance the teaching and coaching skills of KPGA Members and apprentices | | 3 | 0.0 |
| Objective 4 | Enhance the quality of the tournament program | | 4 | 0.0 |
| Objective 5 | Enhance recognition of membership | | 2 | 0.0 |
| Growth of the Game Summary | | | Weight | Results |
| Objective 1 | Provide leadership and support to improve the Kentucky PGA Junior Tour | | 4 | 0.0 |
| Objective 2 | Meet or exceed 50 teams participating in PGA Junior League | | 3 | 0.0 |
| Objective 3 | Promote to membership key growth of the game opportunities and their importance | | 4 | 0.0 |
| Objective 4 | Provide leadership to the KPGA to coordinate all golf in school program initiative | | 3 | 0.0 |

Strategic Relations

| Promote and foster the collaborative spirit between Golf House Kentucky organizations | | | | |
|--|-------------------------------|--------------------|--------|--------|
| Action Plan | Responsibility | Time Frame | Status | Result |
| Invite the Kentucky Golf Association President to address the KPGA membership at the Spring and Fall Membership Conference | Kelly Williams | 6 weeks before mtg | 0% | 0.0 |
| Upon invitation, President or designated officer shall attend KGA Board meetings and provide a KPGA message | Kelly Williams | Apr and Oct | 0% | 0.0 |
| Provide updates via KPGA Weekly and membership conferences activities of Golf House Kentucky to the KPGA Membership | Steve McMillen | Per news cycle | 0% | 0.0 |
| Embrace and promote PGA REACH | | | | |
| Action Plan | Responsibility | Time Frame | Status | Result |
| Encourage members to participate in PGA REACH Backpack Raiser | All BOD | Mar | 0% | 0.0 |
| Work with Executive Director to identify prospective PGA REACH Patrons and tournament teams for the National Rental Car PGA REACH Invitational | Cmte led by Brad Morrow | Mar, Apr, May, Jun | 0% | 0.0 |
| Encourage BOD wives to participate in Garden Building with PGA Tour and National BOD wives | Kelly Williams | Jun | 0% | 0.0 |
| Encourage members to form a team to play in the National Rental Car PGA REACH Invitational | Steve McMillen | Apr, May | 0% | 0.0 |
| Encourage members to adopt school for Blessings in a Backpack | Steve McMillen | Aug | 0% | 0.0 |
| Embrace and promote Kentucky Golf Foundation Fundraising initiatives | | | | |
| Action Plan | Responsibility | Time Frame | Status | Result |
| Encourage members to give a minimum of \$25 through the Friends of Kentucky Golf | Chris Osborne, Steve McMillen | April and May | 0% | 0.0 |
| Encourage members to participate in PGA Golf Day | Cmte led by Jamie DeKeuster | Mar, Apr, May, Jun | 0% | 0.0 |
| Work with Executive Director to identify prospective PGA REACH Patrons and tournament teams for the National Rental Car PGA REACH Invitational | Cmte led by Brad Morrow | Mar, Apr, May, Jun | 0% | 0.0 |

Strategic Relations

| Promote to membership the importance of growing handicap subscriptions | | | | |
|--|----------------|--------------|--------|--------|
| Action Plan | Responsibility | Time Frame | Status | Result |
| Encourage members to adopt at least one aspect of the handicap sales and marketing program | All | Mar, Apr | 0% | 0.0 |
| Ensure Board of Directors are provide education about Golf House Kentucky | | | | |
| Action Plan | Responsibility | Time Frame | Status | Result |
| Provide to KPGA Board consolidated financial statements | Steve McMillen | Quarterly | 0% | 0.0 |
| Open each Executive Directors Report with a "did you know" fact about Golf House Kentucky | Steve McMillen | BOD Meetings | 0% | 0.0 |

Governance

| Ensure directors are strategically aware of Section's challenges and opportunities | | | | | 0.0 |
|--|----------------------------------|-------------------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Conduct conference calls during months there are not board meetings | Kelly Williams | Mar, Apr, Jun, Jul, Sep | 0% | 0.0 | |
| Forward to BOD PGA Highlights as received from District 10 Director | Steve McMillen Kelly Williams | As received | 0% | 0.0 | |
| Communicate via appropriate methods of key announcements from The PGA | Kelly Williams | As received | 0% | 0.0 | |

| Ensure membership 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 | | | | | 0.0 |
|--|----------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Notify membership via appropriate communication tool as soon as practical about issues | Kelly Williams | As Needed | 0% | 0.0 | |

| Expedite the timeline for finalization of the business plan | | | | | 0.0 |
|---|----------------|------------------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Develop 2015 business plan objectives at fall retreat | BOD | Meetings by end of Nov | 0% | 0.0 | |
| Present draft of Business Plan for approval in January | Steve McMillen | Jan Mtg | 0% | 0.0 | |
| Approve final Business Plan at February | BOD | Feb Mtg | 0% | 0.0 | |

Operations

| Work with our amateur partners to strengthen our joint organizations | | | | | 0.0 |
|--|----------------------------|-------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Develop a formula based on year end net income to support KGA-PGA, Inc. and Kentucky Golf Foundation | Fin Cmte, BOD to approve | Oct Retreat | 0% | 0.0 | |
| Seek new revenue sources | Cmte led by Kelly Williams | N/A | 0% | 0.0 | |

| Enhance the effectiveness and efficiency of Board Meetings | | | | | 0.0 |
|--|----------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Provide committee reports based upon the business plan giving status updates | Cmt Chairs | Per Mtgs | 0% | 0.0 | |
| Review meeting materials in advance | Directors | Per Mtgs | 0% | 0.0 | |
| Facilitate stricter usage of Roberts Rules of Order | Kelly Williams | Per Mtgs | 0% | 0.0 | |

| Monitor and evaluate fiscal policies | | | | | 0.0 |
|--|---------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Randomly review each quarter four line items | Cmte led by Ralph Landrum | Quarterly | 0% | 0.0 | |
| Develop and make recommendation to the BOD a cash management strategy for cash and investment assets | Cmte led by Ralph Landrum | May Mtg | 0% | 0.0 | |

| Ensure the membership is provided the opportunity to provide feedback about programs and services | | | | | 0.0 |
|---|---------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Conduct Annual Membership Survey | Steve McMillen, Erin Horn | 15-Sep | 0% | 0.0 | |

Operations

| Successful execution of KPGA responsibilities for PGA Championship | | | | | 0.0 |
|--|---------------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Work with vendors to secure volunteer uniforms at a deep discount | Steve McMillen | 1-Apr | 0% | 0.0 | |
| Ensure there is adequate volunteers | Steve McMillen | 1-Jun | 0% | 0.0 | |
| Provide to member volunteers detailed instructions | Steve McMillen | 15-Jul | 0% | 0.0 | |
| Provide uniforms and credentials to volunteers in advance | Staff | 15-Jul | 0% | 0.0 | |
| Support the PGA Championship Family Fun Zones | Steve McMillen, Jamie DeKeuster | N/A | 0% | 0.0 | |

| Retain and secure funding for all KPGA programs and services | | | | | 0.0 |
|--|--------------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Identify and qualify five new non-endemic prospective GHK Corporate Partners | Cmte led by Brad Morrow | 1-Oct | 0% | 0.0 | |
| Send sponsorship agreements and billing to KPGA Corporate Partners in spring | Steve McMillen, Barbara Peak | 1-Apr | 0% | 0.0 | |
| Have players sign a players scroll at each event to send to sponsor | Bill Coomer, Erin Horn to mail | Per event | 0% | 0.0 | |
| Host a sponsorship appreciation function in the winter (2015) | Steve McMillen, Erin Horn | 15-Jan | 0% | 0.0 | |
| Provide sponsors a year-end review of metrics | Steve McMillen, Erin Horn | 15-Dec | 0% | 0.0 | |
| Research ways to make members conferences more valuable for vendors | Cmte led by Brad Morrow | 15-Oct | 0% | 0.0 | |

Member Programs & Services

| Develop a greater awareness of the KPGA to its members and amateurs | | | | | 0.0 |
|---|--------------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Conduct "Welcome to the Section" meeting quarterly via online presentation and follow-up with a meet and greet session at fall/spring member conference | Pete Garvey, Steve McMillen | Quarterly | 0% | | 0.0 |
| Promote KPGA Professional to the general public via website, social media and Inside Kentucky Golf | Steve McMillen, Erin Horn | Monthly | 0% | | 0.0 |

| Develop and implement the Pro2Pro initiative to enhance the collegial aspects and resource sharing between KPGA Members and apprentices | | | | | 0.0 |
|---|---------------------------|-------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Initial connection and gathering input from all Section Members and apprentices | Cmte led by Craig Heibert | 1-Mar | 0% | | 0.0 |
| District meetings will have dedicate time to Pro2Pro content | Cmte led by Craig Heibert | 1-Apr | 0% | | 0.0 |
| Identify best practices content to post to KPGA Member Portal | Cmte led by Craig Heibert | End of Year | 0% | | 0.0 |

| Develop a Section teaching and coaching summit to enhance the teaching and coaching skills of KPGA Members and apprentices | | | | | 0.0 |
|--|---------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Identify location to host | Cmte led by Craig Heibert | 30-Jan | 0% | | 0.0 |
| Identify guest speakers | Cmte led by Craig Heibert | 30-Mar | 0% | | 0.0 |
| Finalize Agenda | Cmte led by Craig Heibert | 1-May | 0% | | 0.0 |

Member Programs & Services

| Enhance the quality of the tournament program | | | | | 0.0 |
|---|-------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Develop a smart schedule to be approved by the BOD and available for distribution at the Fall Member Conference | Cmte led by Chris Redle | 15-Nov | 0% | 0.0 | |
| Analyze individual tournaments and determine what enhancements can be implemented | Cmte led by Chris Redle | 15-Oct | 0% | 0.0 | |
| Research how to grow interest of the non-competitive members in tournaments | Cmte led by Chris Redle | 15-Oct | 0% | 0.0 | |
| Set time par per GHK standards and ensure tournament officials are trained to consistently manage pace of play | Bill Coomer | Per Event | 0% | 0.0 | |

| Enhance recognition of membership | | | | | 0.0 |
|--|---------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Enhance the tournament and special award presentations | Cmte led by Garry Nelson | 15-Oct | 0% | 0.0 | |
| Promote KPGA Professional to the general public via website, social media and Inside Kentucky Golf | Steve McMillen, Erin Horn | Monthly | 0% | 0.0 | |

Growth of Game

| Provide leadership and support to improve the Kentucky PGA Junior Tour | | | | | 0.0 |
|--|------------------------|-------------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Ensure the Kentucky Golf Foundation Junior Golf Committee has two KPGA members serving on the committee | Kelly Williams | Jan | 0% | 0.0 | |
| Create a "Play with the Pro" promotion for members of the Kentucky PGA Junior Tour | Kelly Newland | Mar | 0% | 0.0 | |
| Provide feedback to junior committee about what is being discussed in public by parents | BOD | ASAP | 0% | 0.0 | |
| Encourage KPGA Members and apprentices to get involved in a Kentucky PGA Junior Tour event when it is being hosted close to their own facility | Cmte led by Larry Ward | spring and summer | 0% | 0.0 | |
| Encourage KPGA Members to support hosting Kentucky PGA Junior Tour events for 2015 | Cmte led by Larry Ward | All the time | 0% | 0.0 | |

| Meet or exceed 50 teams participating in PGA Junior League | | | | | 0.0 |
|---|------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Identify regional PGA JL coordinators (Northern KY, Lexington, Central KY, Louisville, Bowling Green) | Cmte led by Larry Ward | Apr | 0% | 0.0 | |
| Promote PGA JL via social media, website, Kentucky Golf Insider and Inside Kentucky Golf | Erin Horn | Apr, May | 0% | 0.0 | |
| Send out to membership via KPGA Weekly a special email | Erin Horn | Mar, Apr | 0% | 0.0 | |

Growth of Game

| Promote to membership key growth of the game opportunities and their importance | | | | | 0.0 |
|---|---------------------------|---------------------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Focus on promoting Get Golf Ready, Tee IT Forward, Women's Golf Month and PGA Performance Trak | Cmte led by Ralph Landrum | Year Long | 0% | | 0.0 |
| Increase membership awareness of importance of key survey's and measures through articles and special reminders in KPGA Weekly | Cmte led by Ralph Landrum | 1 month prior to deadline | 0% | | 0.0 |
| Send timely reports reminding the membership to register for the upcoming national programs. Reports written by committee members and forward to Erin Horn to publish in KPGA Weekly. | Cmte led by Ralph Landrum | Apr, May, Jun, Jul | 0% | | 0.0 |
| Schedule a Growth of Game seminar in November (2014) to train membership on how to teach, market and organize Get Golf Ready and other GOG programs. (Goal is to have 25 attendees) | Cmte led by Ralph Landrum | 15-Sep | 0% | | 0.0 |

| Provide leadership to the KPGA to coordinate all golf in school program initiative | | | | | 0.0 |
|--|---------------------------|------------|--------|--------|-----|
| Action Plan | Responsibility | Time Frame | Status | Result | |
| Request KPGA Golf Foundation to purchase SNAG equipment and make equipment available for use by members and apprentices in schools | Ralph Landrum | 24-Feb | 0% | | 0.0 |
| Research how many schools are being touched by KPGA Members so a baseline of metrics can be developed | Cmte led by Ralph Landrum | 15-Sep | 0% | | 0.0 |
| Develop and produce a best practices document for how to teach in schools | Cmte led by Ralph Landrum | Year end | 0% | | 0.0 |