



PGA

Kentucky Section

Section Business Plan

Calendar Year 2016

Serve the Member – Grow the Game

April 1, 2016

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 Kentucky PGA exists to serve our members and grow the game in the Commonwealth of Kentucky.

Our Mission

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.

OUR VISION

Success occurs with the elevation of the KPGA brand, enhancement of the economic well-being of our members and long-term vitality of the game.

OUR CORE VALUES

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

OUR PROGRAMS AND SERVICES

- Membership Services
- Member Education
- Member Tournaments
- Player Development

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 14	8:30 am	Conference Call
	February 28	4 pm	Griffin Gate
	March 24	8:30 am	Conference Call
	April 21	8 am	Conference Call
	May 26	3 pm	Golf House Kentucky
	June 23	8 am	Conference Call
	July 21	8 am	Conference Call
	August 25	3 pm	Golf House Kentucky
	September 22	8 am	Conference Call
	October 13	8 am	Conference Call
	October 25-26	TBD	Golf House Kentucky
	December 4	4 pm	Griffin Gate

Chair President, Ralph Landrum

Vice Chair Vice President, Pete Garvey

Members Secretary, Craig Heibert
Honorary Past President, Kelly Williams
District 1, Brad Hicks
District 2, Colby Wollitz
District 3, Barry Payne
Director at Large – Kevin Childers
Director at Large – Charles Whelan
Director at Large – Jamie DeKeuster
Director at Large – Danny Baron
Assistants-Apprentices President, Will Schneider

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 inquires
- Attend National Leadership Conference
- Delegation to Annual Meeting

Meeting Frequency	As Needed
Chair	President, Ralph Landrum
Vice Chair	Vice President, Pete Garvey
Members	Secretary, Craig Heibert Honorary Past President, Kelly Williams
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 Assistants Tournaments
 - Assistants Championship
 - Assistants Match Play
- Facilitate Raffle

Meeting Frequency As Needed

Chair Apprentices President - Will Schneider

Vice Chair Assistants-Apprentices Vice President – Robert Costello

Members Appointed by the Assistants-Apprentices President

Staff Liaison Erin Horn

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 Danny Baron

Vice Chair TBD

Members Ross Lingenfelder
 Jack Sauers
 Josh Snider
 Will Schneider

Staff Liaison Erin Horn

2016 Key Priorities

1. Offer a variety of educational opportunities that target four areas
 - ✓ Teaching
 - ✓ Player Development
 - ✓ Golf Operation
 - ✓ Personal Growth/Leadership
2. Create online resources to enhance member education
3. Increase the number of Certified Professional from 19 to 35 by December 31, 2016

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	Quarterly
Chair	Pete Garvey
Vice Chair	Craig Heibert
Members	Steve Shafer Seward Totty
Staff Liaison	Steve McMillen

2016 Key Priorities

1. Investment account will be setup as a Brokerage Service Account
2. Portfolio will be invested in Exchange Traded Funds per approved allocation
3. Committee will be provide monthly data for review
4. Committee will review portfolio quarterly and make necessary recommendations to the Board to maintain a conservative portfolio
5. Committee will involve more board members including a possible two Past Presidents

KPGA FUND

Role

The KPGA Fund is a Kentucky Golf Foundation restricted fund established by the Kentucky PGA. The KPGA Fund Trustees 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	Annually
Chair	Kelly Williams
Members	Pete Garvey Craig Heibert Ralph Landrum Chris Osborne Mike Riley Steve Shafer
Staff Liaison	Kim Shafer

2016 Key Priorities

1. Review and approval qualified Player Development grants

MARKETING

Role

The Marketing committee shall develop strategies to encourage KPGA Members, consumers and corporations to be involved and invest in the KPGA, its members and the Kentucky Golf Foundation.

Key Functions

- Implement and monitor the committees annual goals and objectives
- Enhance the brand awareness of the KPGA
- Promotion of KPGA Members
- Work with staff to create awareness of Kentucky Golf Foundation activities
- Identify endemic and non-endemic businesses as potential corporate partners
- Work with staff to identify, cultivate, and solicit funds from various sources of support
- Develop guidelines to ensure stakeholders are acknowledged appropriately, fundraising efforts are cost-effective, and ethical practices are followed

Meeting Frequency Monthly (if needed)

Chair Barry Payne

Vice Chair Danny Baron

Members Jamie DeKeuster
 Jason Eberle
 Derrick Griffiths
 Brad Hicks
 Charles Whelan
 Tyrus York

Staff Liaison Steve McMillen

2016 Key Priorities

1. Generate three new ways to raise awareness of the KPGA brand, amongst current golfers throughout the state of Kentucky, in order to further establish the KPGA Member's role as "Expert" in the game of golf.
2. Develop a budgeted KPGA Marketing Plan for 2017 to enhance the brand and mission of the KPGA to as many potential stakeholders as possible in the state of Kentucky.
3. Provide at least two new resources for KPGA Professionals to use to market themselves to their area and potential customers.
4. Assist staff in fostering Sponsor/Donor relationships, as well as, develop two new opportunities that allow the membership to assist Golf House Staff in creating future Sponsor/Donor relationships.

PLAYER DEVELOPMENT

Role

The Player Development 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	Colby Wollitz
Members	Jamie DeKeuster Jason Eberle Tyson York
Staff Liaison	Kim Shafer Chris Redle

2016 Key Priorities

1. To Educate and Create Personal Connections with PGA Members through a Touch Point Program. To inspire PGA Members to provide player development programs for individuals of all ages, all skill levels and all genders.
2. To increase participation in all of our Family of Golf Organizations junior golf programs from 2,000 to 2,400 participants by Oct. 31, 2016.

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	January
Chair	Colby Wollitz
Vice Chair	TBD
Members	TBD
Selection Committee	Chair, Vice Chair, Officers, District Directors, Previous Year Award Winners
Staff Liaison	Erin Horn

2016 Key Priorities

1. Evaluate nomination process and make necessary enhancements to obtain quality supporting nominee documentation. This shall include updating the form to include “reason for nomination” by nominator.
2. Encourage all special awards recipients to work with the committee to enhance their resume prior to submitting it to national.

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 Bi-monthly

Chair Open

Vice Chair Barry Payne

Members John Bachman
Chad Douglas
Otis Smith
Senior Member TBD

Staff Liaison Bill Coomer

2016 Key Priorities

1. Meet the following deadlines for developing the 2017 Tournament Schedule.
 - ✓ May 15 – 1st draft
 - ✓ September 30 - 2nd draft (to be reviewed by board in Oct)
 - ✓ November - Final draft for board approval
2. Increase the Net Promoter Score from 47 to 53 as measured in the Membership Survey
3. Increase the number of members playing in at least two events from 75 to 100
4. Increase the overall number of entries from 933 to 1,000

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

- Operations
- Employment and Retention
- Member Engagement and Satisfaction
- Player Development

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
2. Annual deviation relative to budgeted net income
Measure: Statement of Activities
Target: +/- \$7,500
3. Cost revenue ratio for overall tournament program
Measure: Statement of Activities
Target: No less than 95% and no more than 98%
4. Cycle time to report quarterly financial statements to Board of Directors
Measure: Treasurer's Summary report
Target: 45 days post quarter close

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%
2. KPGA unemployment rate
Measure: PGA Business Intelligence - Members employed vs. unemployed report
Target: Less than 6%

Member Engagement

1. Average number of attendees (meetings/education) per active member
Measure: Active members divided by total number of attendees
Target: 1 registration
2. KPGA Weekly average month click rate percentage
Measure: Constant Contact Analytics Report
Target: Minimum of 11%
3. Member participation in Split the Pot Challenge
Measure: Split the Pot Participation Report
Target: 50 members
4. Average number of survey responses per active member
Measure: Member Survey Reports
Target: 2 surveys
5. Percentage of active members participating in tournaments
Measure: Tournament Participation Report
Target: 45%
6. Average number of events per active member
Measure: Total active members divided by total entries
Target: 2.5 events
7. Tournament Net Promoter Score
Measure: Membership Survey
Target: 53 NPS

Player Development

1. Total number of PGA Junior League Golf teams
Measure: Registration Report
Target: 85 Teams

Business Plan Scorecard

Business Plan Scorecard Summary

Updated 5/24/2016

		86	28.25	32.8%
Strategic Relations Summary		12	3.90	32.5%
Objective 1	Promote and foster the collaborative spirit between Golf House Kentucky organizations	3	1.3	
Objective 2	Embrace and promote Kentucky PGA REACH	2	0.3	
Objective 3	Embrace and promote Kentucky Golf Foundation Fundraising initiatives	5	1.7	
Objective 4	Develop new revenue sources and strengthen existing ones to benefit Golf House Kentucky	1	0.5	
Objective 5	Ensure Board of Directors are provide education about Golf House Kentucky	1	0.3	
Objective 6	In partnership with the KGA develop a global strategic plan for Golf House Kentucky	1	0.2	
Governance Summary		9	1.00	11.1%
Objective 1	Ensure directors are strategically aware of Section's challenges and opportunities	3	0.8	
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	0.3	
Objective 3	Development of 2017 Business Plan to ensure approval by end of the year	5	0.0	
Operations Summary		25	5.60	22.4%
Objective 1	Enhance the effectiveness and efficiency of Board Meetings	3	0.3	
Objective 2	Monitor and evaluate fiscal policies to ensure quality controls of Section Finances	7	3.9	
Objective 3	Ensure the membership is provided the opportunity to provide feedback about programs and services	2	0.0	
Objective 4	Enhance the KPGA brand and awareness of the KPGA Members' role in Kentucky Golf	6	0.0	
Objective 5	Retain and secure funding for all KPGA programs and services	7	1.5	
Member Programs & Services Summary		21	8.00	38.1%

Business Plan Scorecard Summary

Updated 5/24/2016

		86	28.25	32.8%
Objective 1	Develop a greater awareness of the KPGA to its members and amateurs	4	0.8	
Objective 2	Increase the number of Certified Professionals from 19 to 35	2	1.0	
Objective 3	Offer a variety of education opportunities in four core principles (teaching, golf operations, player development, personal growth/leadership)	4	2.8	
Objective 4	Create an online resource to enhance member education	2	1.3	
Objective 5	Increase the number of members playing in events in at least two events from 75 to 100 and increase the number of overall entries from 933 to 1,000	4	1.3	
Objective 6	Increase the Tournament Net Promote Score from 47 to 53	3	1.0	
Objective 7	Improve the effectiveness of the nominations process for special awards	2	0.0	
Player Development Summary		19	9.75	51.3%
Objective 1	Increase # of "touched" facilities from 70 to 120 by Dec. 31	2	1.0	
Objective 2	Develop ladies statewide golf opportunities and grow ladies golf participation	5	1.8	
Objective 3	Increase PGA Jr. League teams from 69 to 85 from Jan. 1, 2016 to May 10, 2016	6	4.8	
Objective 4	Increase # of participants in PGA Jr. League Tournament Series from 42 to 84	6	2.3	
Objective 5	Increase Drive, Chip & Putt Participants at Local Qualifiers from 450 to 500	6	3.1	
Objective 6	Increase # of golfers from 136 to 200 for the Middle School State Championship and Regional Qualifiers	6	200.5	
Objective 7	Increase the # of KPGA Jr. Tour Members from 487 to 525 by Oct. 31, 2016	5	0.5	