



PGA

Minnesota Section

PLAYER DEVELOPMENT HANDBOOK

Learn how to develop, plan and execute player development initiatives and programs to drive revenue to you and your facility

A RESOURCE FOR
PGA PROFESSIONALS



MINNESOTA

- INCREMENTAL REVENUE
- A HEALTHIER GOLF INDUSTRY
- JOB SECURITY
- BETTER COMPENSATION
- NEW CUSTOMERS

DATE: May 2019

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UNDERSTANDING PLAYER DEVELOPMENT

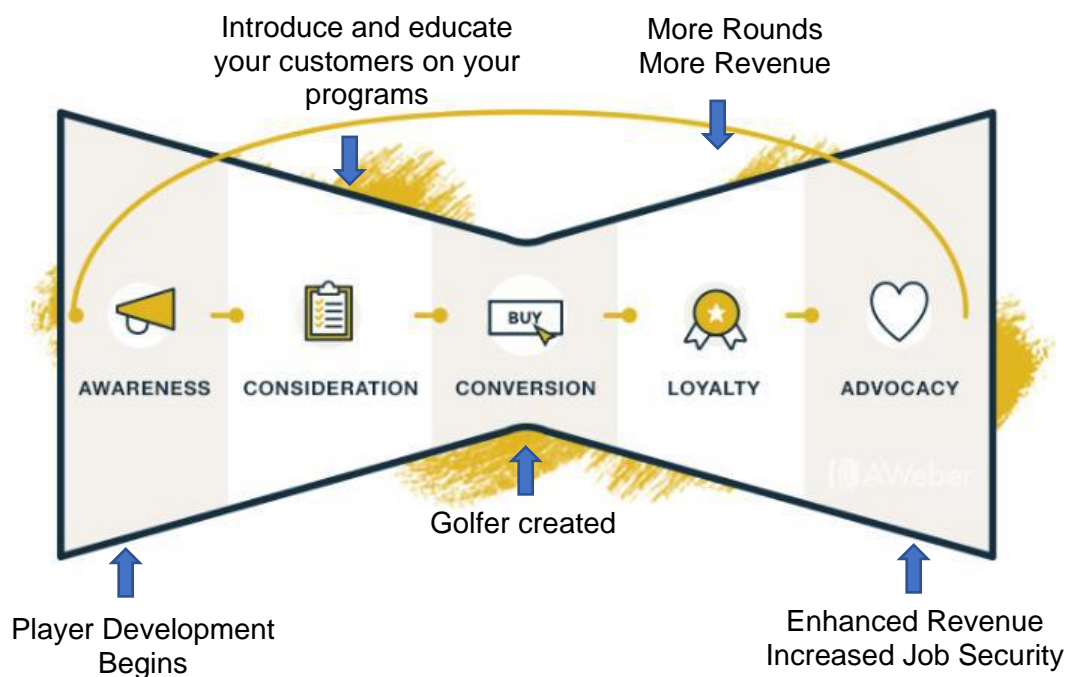
WHAT IS PLAYER DEVELOPMENT?

Player Development is a term that encompasses all aspects of growing the game of golf. Player development activities aim to design programs that attract, develop, and retain golfers, and include both junior and adult programs.

The Minnesota Section PGA supports its members and associates in their player development efforts at clubs, courses, and range facilities in our local communities. The Section's player development staff and committee members are dedicated to providing support tools to MNPGA Professionals in introducing golfers to the game, enhancing skills, and increasing rounds played. Included in this player development handbook is a series of programs and best practices for you to use as you grow your business, increase your job security, and create new customers. It all starts with understanding your consumers, what they want and why they want.

UNDERSTAND YOUR CONSUMER

Why do your customers play golf? Is it for social & entertainment or for sport & competition? What makes them want to come to your golf facility and not the one down the road? All these questions are important to consider in the decision-making process. The 'marketing funnel' below is a tool that helps you visualize the consumer journey, from introduction to conversion and hopefully beyond, use it to develop your strategy (programs). In doing so, you'll convert more prospects into customers, which means more revenue for you and your facility!



Sell your vision and the benefit it delivers to your entire facility. Be sure to share how your player development strategy will drive engagement among your customers and members. It all starts with a plan...

CREATE A PLAN

As an outline to start the planning process and help identify the core activities for a successful program, use the below “Player Development Cycle.” Consider it your roadmap for generating ideas that will help create rounds and revenue. Of course, we will provide you with ideas throughout this handbook as well.



COMMUNICATION (year-round)

Share your overall vision for player development with your management and coworkers:

- What is your definition of player development?
- What are the benefits to overall facility activity?
- Outline and share the expected revenue from implementing player development activities and programs. Do you view it as an investment?

ANALYSIS (5 months from open)

Review your previous year performance and identify the status of your golf membership/daily golfers.

- Create a SWOT analysis



- Identify which programs resonated with your consumers and which one's just didn't work
- Could you do a better job promoting your programs? Research ways to enhance promotional collateral, signage, online registration, customer tracking, etc.

PLANNING (4 months from open)

Using your completed analysis and after discussing overall programming goals with your management, it is time to develop detailed plans for initiating your programming.

- Specific programming – in this handbook we will provide information and best practices from leaders within our Section.
- Outline a tracking and reporting methodology
- Set specific goals for the season. Make sure that your goals are SMART (specific, measurable, attainable, relevant, and time-bound)

MARKETING (3 months from open)

Build a marketing and communications calendar that aligns with your programming plan.

- Take advantage of the marketing resource center hosted on [PGA.org](https://www.pga.org). This is available to all Members and Associates by logging into your pga.org account
- Consider using social media channels, email newsletters, your website, and community outreach sources
- Word of mouth marketing – talk to your existing students, customers, and staff to promote programs
- Create your marketing materials and sign-ups for each of your programs

EXECUTION (In season)

All of your planning is coming alive, this is what you've been waiting for! Adapt and be flexible as you hit the ground running, there will be changes to your plan throughout the season.

- Check in with your staff and provide training, guidance, and encouragement
- Ask questions of your golfers and feel out new opportunities for offerings at the club
- Focus on the golfers and their enjoyment of the learning process

TRACKING/REPORTING (year-round)

By tracking your success all season long you will be able to evaluate your success and adjust to changing consumer demands on the fly. By measuring your impact on the total facility at the end of the season, you will be empowered to have a meaningful conversation about your impact as a PGA Professional.

- Track incremental revenues, i.e. a family adds a golfing membership to their social membership so that their son/daughter can play on your PGA Jr. League team
- Seek feedback from consumers, golfers and management. Send out a survey upon completion of each program
- Consider completing a **Revenue Scorecard**. The Revenue Scorecard is a valuable tool designed to quantify and report additional revenue (incremental revenue) derived through your Player Development programming on a yearly basis. This can also be used to benchmark your programming success year-over-year. This tool is available on [PGA.org](https://www.pga.org)



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PLAYER DEVELOPMENT: GRANTS

MINNESOTA GOLF LICENSE PLATE GRANT

OVERVIEW

The Minnesota Golf License plate is made possible by a partnership between the Minnesota PGA Foundation and Minnesota Golf Association. All proceeds raised through license plate sales help support programs by focusing on player development and access to the game of golf in the State of Minnesota. These programs provide instruction, education, access to equipment, and playing opportunities for youth, military, and diverse populations with an emphasis on inclusion. Grants must be submitted prior to the start of the program requesting funding. The License Plate Grant Committee meets twice per year to approve requests in March and September. Applications are due in February and August of each year, depending on the start date of the program.



WHO IS ELIGIBLE?

- Non-Profit Corporations
- Local Municipal Departments, including parks & recreation, child services and similar departments
- Minnesota Schools, grades K through 12
- Apply at: <https://mngolfplate.com/apply-for-a-grant/>

GEORGE WATERS MEMORIAL GRANT

OVERVIEW

The George Waters Memorial Grant Program was established to help worthy PGA Professionals and other golf related Player Development or Golf in School programs further their goals in player development with an emphasis on junior golf, disabled golfers and Special Olympics athletes.

The Program was developed from the gracious support of PGA Professional George Waters. Waters, owner of George's Driving Range and a PGA Member for more than 50 years, enjoyed teaching the game of golf to all interested, including juniors. The Minnesota PGA Foundation was a benefactor from Mr. Waters' estate when he passed away in 2009. To honor George Waters and his love for teaching this great game of golf, the Foundation established a grant program to help PGA Professionals fulfill George's dream of bringing more individuals into this game.

Those interested in being considered for the George Waters Memorial Grant need to submit a grant application to the Minnesota PGA Foundation. An application may be submitted by a 501(c)(3) Organization, or organization using Minnesota PGA members to conduct instruction.

Minnesota PGA members may also apply. All programs eligible for grants must be in existence for a minimum of one year to be eligible for a grant.

GEORGE WATERS MEMORIAL GRANT APPLICATION



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PLAYER DEVELOPMENT PRODUCTS: JUNIOR GOLF

PGA JR. LEAGUE

OVERVIEW

PGA Jr. League is a game-changing opportunity for PGA Professionals, PGA Associates and LPGA Professionals to engage their communities through fun, team golf experiences.

Boys and girls wear numbered jerseys and compete in a supportive, two-person scramble format that encourages mentorship and builds confidence.

Through the community you create with PGA Jr. League, you are strengthening relationships with customers and building value at your facilities. The family-centered environment inspires lifetime interest in the game.



WHAT'S NEW IN 2021?

CAPTAIN RESOURCE CENTER: The new Captain Resource Center on PGAJrLeague.com is accessible with your website login you create during registration. It's your one-stop-shop for everything needed to successfully plan and run your season. PGAJrLeague.com/crc

YOUTH SAFETY: PGA Jr. League is proud to be an industry leader in youth safety. In compliance with the Safe Sport Authorization Act of 2017, all Captains, Coaches and adult volunteers are required to complete and pass 90-minute abuse awareness and prevention training. Certification is required every two years, and two PGA Required MSR credits are earned upon completion.

PGA REACH SCHOLARSHIPS: Through PGA REACH's partnership with DICK'S Sporting Goods Foundation Sports Matter grant, scholarships are available for players who meet financial need requirements or are from military families and apply for assistance.

NEW POST-SEASON STRUCTURE: Section and Regional Championships are being offered for 17u All-Star Teams. League eligibility to host an All-Star team has changed to 13u: 24+ players and 17u: 8+ players per team.

PGA JR. LEAGUE IS YOUR GAME CHANGING WAY TO CREATE:

ROUNDS

Build loyalty and increase family activity at your facility

REVENUE

Generate significant personal/facility revenue

GOLFERS

Engage new and existing customers

WHY HOST A TEAM

As the program continues to exponentially grow, many PGA Professionals are finding that the program not only generates increased rounds and revenue, but can also serve as a primary driver of overall activity at a golf facility, including membership sales, food and beverage sales and as a feeder program into your more competitive programs! See the chart below on how direct and incremental revenue derived from the program can impact your bottom line:

PGA JR. LEAGUE MATH (PUBLIC FACILITY) EXAMPLE

Registration fee	\$200
Net Registration Income (fee - \$75)	\$125
# of Players	24
# of home matches	3
Average # of spectators per match	15
Average F&B per match (players & spectators)	\$5
Cart rentals - % of spectators	25%
Cart fees	\$10
Average Merchandise per player per match	\$0
Average range per player per match	\$0

Direct Revenue from PGA Jr. League

1. Registration Income =	\$3,000
2. Match Revenue =	\$525
a. F&B = 5 x (12 players + 15 spectators)	\$405
b. Carts = 4 per match	\$120
c. Merchandise = 0	\$0
d. Range = 0	\$0

Direct Revenue from PGA Jr. League (Total) = \$3,525

ADDITIONAL REVENUE FROM PGA JR. LEAGUE

3) Additional JLG-Driven Programming	\$560
a. Spring league	\$0
b. Fall League	\$0
c. Bootcamp (fall camps)	\$0
d. Private Lessons (1 hr junior lessons @ \$70 x 8)	\$560
4) Additional non-JLG Activity at Facility = \$4,800	\$2,735
a. Average per Player x # of Players =	
b. Average per Spectator x # of Spectators	
c. memberships sold 3 @ \$395 & 2 @ \$775	\$2,735

Additional Revenue from PGA JLG (Total) = \$3,295

Total Revenue Impact of PGA Junior League Golf = \$6,820



TIME COMMITMENT

PGA Jr. League's infrastructure provides the necessary support to make PGA Jr. League a turn-key program that requires minimal time for the team Captain. Each team Captain has four (4) primary functions:

1. Recruit a roster of 10-12 players to play on the PGA Jr. League team
2. Communicate practice and competition times to team members. This is easier than ever with the new PGA Jr. League, SportsEngine app.
3. Coach the team during competitions (or arrange for volunteer parent coaches!)
4. Keep your Team Page up to date on the PGA Jr. League website.

The facility will host a total of 2-3 home competitions during the regular season. Each competition is (1) one team-vs-team, not a tournament, and requires:

- 4 tee times for 9-hole matches
- 2 adult match-monitors (visiting team also provides 2)
- Most competitions are held on late afternoons/early evenings or weekend evenings (est. 5:00pm start time).



START A TEAM TODAY!
PGAJRLEAGUE.COM



DRIVE, CHIP & PUTT

OVERVIEW

Drive, Chip & Putt is a free nationwide junior golf development competition aimed at growing the game by focusing on the three fundamental skills employed in golf.

By tapping the creative and competitive spirit of girls and boys ages 7-15, Drive, Chip and Putt provides aspiring junior golfers an opportunity to play with their peers in qualifiers around the country. Participants who advance through local, sub-regional and regional qualifying in each age/gender category earn a place in the National Finals, which is conducted at Augusta National Golf Club the Sunday before the Masters Tournament and is broadcast live by Golf Channel. It is a collaborated effort between the PGA of America, the USGA, and the Masters Tournament Foundation.



What can YOU and YOUR facility do to benefit from engaging in Drive, Chip & Putt?

- Encourage your junior golfers to register for a qualifier. Visit [DriveChipandPutt.com](https://www.drivechipandputt.com)
- Host a local or sub-regional qualifier
- Create and implement youth training clinics with a Drive, Chip & Putt twist

LEVERAGING DCP TO CREATE REVENUE

PGA Professionals can use the Drive, Chip & Putt model to create and retain youth golfers at their facility. The following ideas and concepts can be modified to fit your golf facility with the ultimate goals of increasing youth activity at your facility, creating revenue for your instruction business and driving awareness of the Drive, Chip and Putt Championship.

Example Clinics + Competition Simulation:

DRIVE CLINIC

A one-hour clinic focusing on the fundamental skill of driving, with the objective of optimizing performance during the driving portion of the Drive, Chip and Putt competition. Use the same rules and scoring procedure as the DCP championship.

CHIP CLINIC

A one-hour clinic focusing on the fundamental skill of chipping, with the objective of optimizing performance during the chipping portion of the Drive, Chip and Putt competition. Use the same rules and scoring procedure as the DCP championship.

PUTT CLINIC

A one-hour clinic focusing on the fundamental skill of putting, with the objective of optimizing performance during the putting portion of the Drive, Chip and Putt competition. Use the same rules and scoring procedure as the DCP championship.

DRIVE CLINIC

1. Set Up – 20 minutes
2. Welcome, Rules and Scoring Review – 5 minutes
3. Driving Demonstration – 2 minutes
4. Driving Instruction – 10 minutes
 - a. Topics to be covered are at the discretion of the PGA Professional, could include:
 - Teeing the ball
 - Ball position
 - Posture
 - Alignment
 - Tips for distance
 - Tips for accuracy
5. Individual Practice of Skill – 25 minutes
6. Competition Simulation – 18 minutes

CHIP CLINIC

1. Set Up – 20 minutes
2. Welcome, Rules and Scoring Review – 5 minutes
3. Chipping Demonstration – 2 minutes
4. Chipping Instruction – 10 minutes
 - a. Topics to be covered are at the discretion of the PGA Professional, could include:
 - Ball position
 - Technique
 - Club Selection
5. Individual Practice of Skill – 25 minutes
6. Competition Simulation – 18 minutes

PUTT CLINIC

1. Set Up – 20 minutes
2. Welcome, Rules and Scoring Review – 5 minutes
3. Putting Demonstration – 2 minutes
4. Putting Instruction – 10 minutes
 - a. Topics to be covered are at the discretion of the PGA Professional, could include:
 - Ball position
 - Technique
 - Pace
 - Alignment
5. Individual Practice of Skill – 25 minutes
6. Competition Simulation – 18 minutes

COMPETITION SIMULATION

Players hit three (3) shots at each station (Driving, Chipping and Putting).

You will need at least 7 staff or volunteers to help with the simulation.

See station setup photos and scoring diagram in Appendix A or visit www.drivechipandputt.com for additional information.



Charge \$85 for a 4-session training program that includes a series of driving, chipping, putting and competition clinics. Alternatively, you might charge an individual price (say \$30) per clinic. Remember, pricing is flexible for your facility and programming.

GOLF IN SCHOOLS

OVERVIEW

The **Golf in Schools** program has been developed to enhance and grow the game of golf with elementary and intermediate school aged children. Children learn the basics and fundamentals of the game while being taught valuable life skills and lessons.

Through a relationship with The First Tee, Minnesota PGA Professionals have an opportunity to use the National School Program curriculum and receive funding through the Minnesota License Plate grant for delivering the program at local elementary schools. The program must be sponsored by a PGA Professional or PGA Associate and the use of ShortGolf® equipment is required. ShortGolf® equipment provides a safe and enjoyable learning experience.

CERTIFICATION PROCESS

Each PGA Professional must take part in a Certification Process to ensure that participants are introduced to golf in an enjoyable manner while seamlessly emphasizing the essential link between golf and life skills. The First Tee offers online training to those Professionals interested in teaching in schools. Please contact the Minnesota Section office if you are interested in an online training session.

GETTING INTO SCHOOLS

Are you ready to contact elementary schools? You should get in contact with respective superintendents, principals and physical education instructors. The goal is to target three (3) elementary schools within one district to deliver a Golf in Schools program to. Once schools have agreed to host the program, each school completes an “Individual Partner Agreement” and submits to The First Tee HQ. *This form is available in appendix B.*

CURRICULUM

The First Tee National School Program provides PGA Professionals and physical educators with everything they need to get started. The curriculum lesson plans integrate basic golf motor skills, core values and healthy habits. Lesson plans are based around four (4) primary areas:

- Developmental approach to teaching and learning
- Motor skill and concept learning
- Character and health education – personal and social responsibility
- Lifelong activity
- Visit: <https://thefirsttee.org/programs/in-elementary-schools/> for more information

EQUIPMENT

Following certification, each PGA Professional will be provided a ShortGolf® kit which includes:

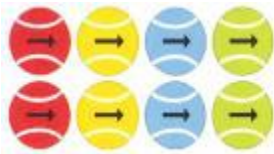
- Various sized wedges (19)



- Various sized putters (10)



- Balls (48 total)



- Tee Mat (8)



- Tees (24 total)



- Flag Target (base, flagstick holder, pole and flag) (2)



- Rectangle Target (2)



- Equipment Carrier (1)



- Bullseye Target (target, span ring and carry-bag) (2)



BENEFITS OF THE PROGRAM

SCHOOL AND COMMUNITY

- Create a safe introduction to golf for today's students and teachers.
- Help students build character and confidence through the positive personal and social values associated with the game and extend those values to other areas of their lives.
- Provide opportunities for students to experience golf as an enjoyable, lifelong recreation and health-enhancing activity.
- Ensure that the curriculum meets national standards developed by the Society for Health and Physical Educators (SHAPE).

TEACHERS

- 100% of educators reported that the lessons helped students learn basic golf motor skills.
- 98% of educators rated the curriculum as "excellent" or "good".
- 79% of educators incorporated the Nine Core Values during lessons.
- 66% of educators incorporated the Nine Core Values in their other sports and activities.

PGA PROFESSIONALS

- Having access to youth in schools opens a variety of avenues to communicate and promote summer programming at your respective course. Often times, flyers and promotional materials can be sent home with the students, etc. This is a wonderful way to grow your junior programming.
- All school districts have their own policies that you will need to adhere to, this is something that should be discussed during your planning process with the school lead.

PROGRAM COSTS

This program is offered to schools at no cost to the student or the school! Instructor reimbursement for this program is available to all PGA Members residing in Minnesota.

APPLY FOR A GRANT

The Minnesota Golf License Plate Grant Application is available on the Minnesota PGA website under the Foundation tab. The application should only be used if you are applying for funds to implement a Golf in Schools Program in the State of Minnesota. The grant application is filled out by the PGA Professional and participating district lead prior to the start of the program. All grant applications are reviewed in March and September of each year: Applications should be completed by March 1 for March committee approval or September 1 for September committee approval.

TRANSITION TO YOUR GOLF FACILITY

- Take the program to your course and grow the game and your program.
- Invite your PE Teacher/Principal to your facility.
- To make the transition from the gym to your golf facility is very important. This is the opportunity to grow your junior program, your family programs and beginners' golf programs
- If you have Web site capabilities, create a tab that shows the school program and ties it to your summer golf program.
- Plan/create handouts and take-home instruction golf guides about your camps
- If your school program is in the spring, a weekend orientation might complement your course-marketing plan. Showcase your facility, give a brief clinic and let them give it a try.

QUICK GUIDE

1. PGA Professional's contact elementary schools, targeting 3 schools
2. The schools agree to host the program, they plan dates, etc.
3. Each school completes an Individual Partner Agreement and submits to The First Tee HQ
4. PGA Professional goes through The First Tee training online
5. PGA Professional and school fills out grant application to be sent in prior to start of program in either March or September
6. Once the Partner Agreement is submitted, the school & teachers can then receive their manual and lifetime access to online training
7. Reserve necessary equipment with the Minnesota PGA or include an equipment expense in your grant application if you'd like to purchase it on your own
8. Once the school program is complete, take it to your golf facility!



JUNIOR GOLF CAMPS



OVERVIEW

There are many things to think about while putting your summer golf programs together. Maximizing revenue and creating lasting customers, just to name a few! Offering week long junior golf camps could be a perfect solution.

As parents and juniors often have their summer schedules planned out months in advance, take advantage of creating a consistent camp schedule each year that works for you and the campers. Every facet of the game is covered, and players can immerse themselves in the sport for an entire week. Camps should welcome boys and girls of all athletic abilities, golf experience, and competitive desire. If you're interested in introducing a camp at your facility, read below for a typical schedule:

CAMP SCHEDULE

MONDAY	TUESDAY
<p>8:30 Introduction</p> <p>8:35 Plan for the week</p> <p>8:40 Putting</p> <ul style="list-style-type: none">– Care of the green– Importance of putting / idea behind putting– Grip/posture– Shoulders / length of stroke controls distance <p>9:10 Break & hula hoop jumping</p> <p>9:20 Chipping and Pitching</p> <ul style="list-style-type: none">– Tell the difference between the two (chipping low and pitching high)– Break into stations <p>9:50 Wrap up</p>	<p>8:30 Review from Monday</p> <p>8:35 Plan for the day</p> <p>8:40 Talk about grip and posture / show hula hoop</p> <p>8:50 Campers hit balls</p> <p>9:10 Break / Exercise / Games</p> <p>9:20 Distance Control, hit to targets</p> <p>9:50 Wrap up</p>
WEDNESDAY	THURSDAY
<p>8:30 Review from Tuesday</p> <p>8:35 Plan for the day (woods)</p> <p>8:40 Ball position / Grip / Posture</p> <p>8:45 Warm up with irons</p> <p>9:00 Break / Exercise / Games</p> <p>9:10 Hitting</p> <p>9:30 Noodle Course</p> <p>9:55 Wrap up</p>	<p>8:30 Review from Wednesday</p> <p>8:35 Putting and chipping</p> <p>9:00 Break / Exercise</p> <p>9:10 Irons and woods</p> <p>9:30 Noodle Course</p> <p>9:55 Gifts</p>

Keep the kids moving and let them be kids! Introducing games and creating a fun and welcoming environment will keep them coming back to the golf course.

NATIONAL CAMP PROGRAMS



- Ages 7 through 16
- World's largest sports camp company, serving more than 100,000 campers in 2019
- Camps welcome boys and girls of all athletic abilities, golf experience, and competitive desire
- Option to host half-day, full-day, overnight camps, and short game camps
- All participant sign-ups are easily done online
- Marketing materials and tools are provided to PGA Professionals once registered as a Camp Director

USSportsCamps.com



- Ages 6 through 17
- Camps welcome boys and girls of all athletic abilities, golf experience, and competitive desire
- Option to host half-day, full-day, or overnight camps
- All participant sign-ups are easily done online
- Marketing materials and tools are provided to PGA Professionals once registered as a Camp Director

PGAjunorgolfcamps.com

GET ENGAGED

Whether you prefer to create your own camp program or sign-on to be a national sports camp program site, camps are a great way to build a network of junior golfers and create lifelong memories for them at your facility. Keep the campers and families engaged post-camp by offering a family golf day or introducing them into another program with your expert instruction!

'SOTA SERIES

OVERVIEW

The **Minnesota PGA Junior Golf 'Sota Series** is the top junior golf program in Minnesota and one of the top junior programs in the Midwest. The **'Sota Series** is comprised of four unique tours, based on age and skill level, with the ability to be a training ground for playing more competitive golf and/or pursuing golf beyond high school.

Minnesota PGA Junior Golf has a strong history of grooming players. It has been the junior training ground for current PGA Tour Players Tom Hoge and Troy Merritt, LPGA Tour Player Amy Anderson, Sarah Burnham and 2003 U.S. Women's Open Champion and former LPGA Tour Player Hilary Lunke. The **'Sota Series** is ready to take it to the next level and provide each child with the best resources to grow his or her game for this summer and beyond.

'Sota Series Tour Options

	<ul style="list-style-type: none">-Boys and Girls ages 7-12-Little or no competitive experience-All Par-3 courses		<ul style="list-style-type: none">-Boys and Girls ages 7-12-Some experience in competitive golf-9-hole executive and regulation courses and 18-hole executive courses
	<ul style="list-style-type: none">-Boys and Girls ages 13-19-Competitive golf in a recreational environment-All events are 18-hole stroke play competitions		<ul style="list-style-type: none">-Boys and Girls ages 13-19-Invitation-only program-Invitations based on the previous year scores

www.minnesotajuniorgolf.com | 763-754-6641

HOW TO GET INVOLVED

- Spread the word to your junior golfers. Each Tour allows for a different experience and provides opportunities to all kids regardless of their age or ability.
- Host an event at your facility, this is a great way to promote yourself and the facility! Contact the Junior Golf team for additional information at 763.754.6641.

Karla Hagen (KHagen@pgahq.com)
Junior Golf Director
Minnesota PGA



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PLAYER DEVELOPMENT PRODUCTS: ADULT PROGRAMS

WOMEN AND GOLF

Women are a powerful consumer group that make and influence purchase decisions – they also have a great interest in the game of golf.

Consumer Purchases by Women

\$20 trillion

in worldwide spending

66%

PCs

91%

New Homes

89%

Bank Accounts

65%

New Cars

93%

Food

GROW YOUR BUSINESS WITH WOMEN PLAYERS AND MEMBERS

Understanding women and their potential impact at your facility is something that shouldn't be overlooked. Women want to give their business to whom they feel deserve it. For many, the decision to play at a specific club, or take lessons from a certain PGA Professional, comes down to how good she feels about the service experience. From the way she's greeted at your facility, to the way you communicate with her by phone or email, to the attitude displayed by the employees she encounters, women are noticing everything about the club.

Work alongside the women on your team to examine your club, course set up, junior programs and practices through a female "lens." When you do, you'll discover so many ways to create a more welcoming environment.

SO, WHAT'S KEEPING WOMEN FROM GOLFING?

Lack of Time: Due to traditional gender roles, moms may feel guiltier than dads prioritizing golf over family needs. Also, while golf is often associated with business for men—thus increasing their opportunities to play—for women their career may get in the way of golf.

Current Skill Level: Women often come in with a lower golf IQ than male beginners simply from less general exposure to "sports talk" in everyday life. They often feel less confident because they're playing with more experienced male golfers, and they even feel the pressure of representing all women on the course.

Lack of Support: Most women learn golf from a significant other who is relatively advanced, thus from the start, golf is "his thing." Women often have fewer friends who golf and, since golf isn't a traditional social activity for women, they have difficulty building their golf network.

Cost of Play: Many women say golf is an expensive sport in terms of greens fees and investing in equipment/clothes especially for those who golf socially and infrequently.

WAYS TO ENGAGE

Nine and Dine

Offer monthly for women, includes, 9-holes of golf, & dinner following. Each month has a theme (participants are encouraged to dress according to the theme, and the food is paired accordingly with the theme).

Women, Wine and Wedges

Offer monthly for women, includes a wedge clinic & wine tasting following clinic.

#inviteHER

Led by WE ARE GOLF, a coalition of leading golf industry organizations, and powered by the LPGA Women's Network, #inviteHER is a movement that seeks to create an enjoyable, welcoming experience for women interested in trying the game or picking it back up—whether it be through a group lesson, complimentary clinic, driving range session, or on-course experience.

Committed to promoting an environment that makes those new to the game feel more comfortable on the course and to have the opportunity to unlock the lifelong benefits golf has to offer. By connecting women to the game through an invitation and nurturing their interest with guidance, we can help welcome them to the game. Want to get involved? A simple invitation is all it takes to make a difference.

Learn more: lpgawomensnetwork.com/inviteher/

Get Golf Ready for Women

A program based on five sessions, each session focuses on various golf skills. Make it more social for the ladies! Set the fee you charge accordingly.

Tee if Forward

Women can sometimes be intimidated to go to the golf course, especially if they are a beginner. Create a set of tees suited towards short hitters or beginner golfers

3, 6, 9-hole Couples and Mom's Leagues





PGA

Minnesota Section

PLAYER DEVELOPMENT: INFLATABLES PROGRAM

INFLATABLES PROGRAM

OVERVIEW

The Minnesota PGA Section provides opportunities for PGA Professionals to enhance their Player Development Programming by offering resources such as:

- Use of inflatables (GolfZilla, AirShark and Golfopotamus)
 - Includes: 1 airblower, 3-4 sand bags, 4 stakes, 1 extension cord
- BirdieBalls
- Turf Hitting Mats
- Select ShortGolf® Equipment



RESERVATION PROCESS

The Professional shall contact the Minnesota PGA Section Office to reserve the desired equipment. Reservation's will be on a first come, first served basis. The Professional shall pick up and return the rented equipment to the Minnesota PGA Section Office or designated holding facility (listed below). When the Professional is in possession of the equipment, he/she is responsible for it. Any damage or breakage done to the equipment while in the possession of the Professional is the responsibility of the Professional to replace. (See Appendix C for Operating Instructions).

Contact Catherine Wagner at the Minnesota PGA office with questions or to reserve equipment:
cmwagner@pgahq.com

Minnesota PGA has added four holding facilities to better streamline the reservation process. This allows us to store inflatables and coaching equipment at five (5) convenient geographic locations:

HOLDING FACILITIES

NORTHEAST

Aitken to Grand Rapids, North to International Falls and South to Duluth and Superior

LOCATION:

TBA

MATERIALS AVAILABLE:

- Golfopotamus (1)
- AirShark (1)
- Turf Hitting Mats
- BirdieBalls
- ShortGolf Equipment

NORTHWEST

Alexandria to Moorhead, East Grand Forks to Grand Rapids, and South to Aitken

LOCATION:

Grant Hanson, PGA

Geneva Golf Club

4181 Geneva Golf Club Dr. NE.
Alexandria, MN 56308

MATERIALS AVAILABLE:

- Golfopotamus (1)
- AirShark (1)
- Turf Hitting Mats
- BirdieBalls
- ShortGolf Equipment

METRO

Greater Minneapolis/St. Paul Area

LOCATION:

Catherine Wagner

Minnesota PGA Section Office

12800 Bunker Prairie Road N.
Coon Rapids, MN 55448

MATERIALS AVAILABLE:

- GolfZilla (2)
- BirdieBalls
- Golfopotamus (1)
- ShortGolf Equipment
- AirShark (1)
- Snag Suit
- Turf Hitting Mats
- Putting Course

SOUTH

Red Wing, Faribault, Mankato, to Worthington and East to Rochester

LOCATION:

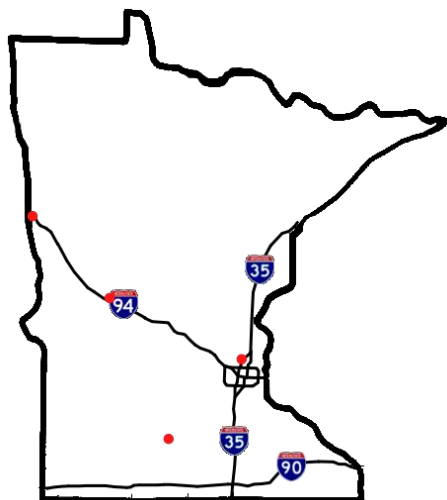
Dave Torbenson, PGA

Mankato Golf Club

100 Augusta Dr.
Mankato, MN 56001

MATERIALS AVAILABLE:

- Golfopotamus (1)
- AirShark (1)
- Turf Hitting Mats
- BirdieBalls
- ShortGolf Equipment



FARGO

Dakota Chapter

LOCATION:

Matt Cook, PGA

Rose Creek Golf Course

1500 East Rose Creek Pkwy S.
Fargo, ND 58104

MATERIALS AVAILABLE:

- GolfZilla (1)
- Turf Hitting Mats
- Golfopotamus (1)
- BirdieBalls
- AirShark (1)
- ShortGolf Equipment



PGA

Minnesota Section

PLAYER DEVELOPMENT: MILITARY & VETERANS

PGA HOPE

OVERVIEW

PGA HOPE (Helping our Patriots Everywhere) is the flagship military program of PGA REACH, the charitable foundation of the PGA of America. PGA HOPE is a rehabilitative program designed to introduce golf to veterans with disabilities to enhance their physical, mental, social and emotional well-being.

PGA HOPE's goals are to:

- Create a safe environment for Veterans and their families and establish relationships of trust with PGA Professionals
- Have fun and encourage a culture of comradery
- Teach Veterans the basics of golf including etiquette and course management
- Empower Veterans to feel confident playing golf on their own after the program



MINNESOTA

WHY PGA HOPE

- It's a way to give back to those who have given so much to us. AND, it works – golf heals and reestablishes the comradery they lost since leaving service
- Affords Professionals new opportunities to showcase skills and further build resumes
- Grows participation in the game of golf
- It's a way to connect to your community

PGA HOPE Chapters 2022

PGA HOPE Chaska	PGA HOPE Edina	PGA HOPE Fargo	PGA HOPE Minneapolis
John Kellin, Chaska Town Course	Jay Meyerhoff, Braemar GC	Lisa Schwinden, Osgood Golf Course	Paul Kelley, Lost Spur GC
PGA HOPE Minnetonka	PGA HOPE Minnewaska	PGA HOPE Oakdale	PGA HOPE Roseau
Benny Menton, PGA TOUR Superstore	Josh Lang, Minnewaska GC	Steve Whillock, Oak Marsh GC	Ross Leary, Oakcrest GC
PGA HOPE U of M			
Adam Tilsner, Les Bolstad GC			

VETERANS WE SERVE

This program is open to all Veterans with an emphasis on serving Veterans with physical and emotional disabilities. This program is completely free to veterans. Veterans range from World War II era to the most current combat theaters. The Veterans who attend the program will have different physical and mental disabilities; some you will visibly notice, and other issues will be invisible to the eye. Injuries could have occurred years ago or recently. You will encounter Veterans with varying disorders including limb loss, spinal cord injuries, PTSD (Post Traumatic Stress Disorder), TBI (Traumatic Brain Injury), blindness, substance abuse, those engaging in social rehabilitation and more.

HOW TO START A CHAPTER

Step 1: Secure Approval

- Open Enlistment Period for all Programs is October 1 - November 30
- Each Lead Professional must submit an MOU (Memorandum of Understanding) to the Minnesota Section office. The MOU is signed by Section staff and sent to PGA REACH for approval
 - Projected budget must be submitted
- Approval of new programs are provided by PGA REACH no later than January 15

Step 2: Instructor Training

- PGA REACH will provide a PGA HOPE training session once the program is approved
 - The training session outlines best practices on teaching individuals with disabilities, adaptive equipment suggestions, and accommodations for PTSD, TBI, and other injuries
 - PGA Professionals who attend will receive 6 Required MSR Education Credits

Step 3: Recruiting Veterans

- Following program approval, PGA Professionals are encouraged to work with the PGA HOPE Military/Veteran Liaison to develop relationships with local VA Hospitals and veteran organizations.
 - Liaison: Chris Nowak, cnowak@pgahq.com

Step 4: PGA HOPE Program

- A program is recommended to be 6-8 weeks, 2 hours each class, once a week
- You can have multiple sessions within your program
- Recommended graduation ceremony/golf event at conclusion of each session
- *6-week lesson plan available in appendix*





PGA

Minnesota Section

PLAYER DEVELOPMENT: TEACHING & COACHING

OVERVIEW

In 2014, the U.S. Olympic Committee, in partnership with the National Governing Bodies, created the American Development Model (ADM) to help Americans realize their full athletic potential and utilize sport as a path toward an active and healthy lifestyle. The model uses long-term athlete development concepts to coach as many as possible, as long as possible, with the best experience possible.

Golf's governing bodies (LPGA, The Masters, PGA of America, PGA TOUR, USGA and USA Golf) have partnered with the U.S. Olympic Committee to apply ADM to golf. The goal is to create athletes that love the game, realize their potential and become life-long golfers. To help professionals and facilities across the country adopt this model, PGA.Coach was created.



WHAT IS PGA.COACH?

PGA.Coach is the ultimate coaching resource that teaches PGA Professionals about ADM, and how to apply the concepts to coaching golf.

WHAT'S IN IT FOR ME?

ADM is essential for growing the sport and vital to you and your employer's success. The PGA.Coach Certificate and PGA Coach app will allow PGA Professionals to evolve and adapt to the changes in the game and new generation of players. Plus, PGA Members will be eligible to earn 3 MSR credits. Check out the list of certified instructors in the Minnesota PGA Section: <https://www.pga.com/coaches/search>.

HOW DO I GET STARTED?

There is no cost for PGA.Coach. Just go to www.PGA.Coach and sign up for the training. After you complete the virtual training (which takes 2-3 hours), you will be given access to the PGA Coach app. The app includes:

- Lesson planning, notetaking and assessment tools for all ages and skill levels
- The ability to create your own lesson plans using over 150 different ADM inspired activities
- Video and illustrated demonstration for activities
- Preset lesson plans designed by ADM experts
- Assessments for all ages and skill levels

Time is a valuable thing, so that's why you are not required to finish this training in one sitting. Life happens, so if you do need to step away, make sure to come back and pick up right where you left off in your training process.

TO START YOUR JOURNEY VISIT:

www.PGA.Coach

BUILDING YOUR TEACHING PROGRAMS

OVERVIEW

Is teaching golf your passion? Learn how to build your programs to satisfy customers, drive revenue to the lesson tee, and create lasting relationships with your students. Check out these tips from your fellow PGA Professionals:

PROGRAM FEE: When determining your Program Fee, consider the value you bring as a PGA or LPGA Member or Associate. You are an expert in the game, and families are willing to pay for fun and engaging experiences for their kids or themselves led by professionals. *Consider 1 of 2 pricing models listed below:*

- Set pricing using your hourly rate. For example, If you host a clinic for 6 people and your hourly rate is \$120, you should price the clinic at \$20-\$25 per person.
OR
- Break down what you will be offering in your program to determine your fee like the below example:

Series of 3 short game clinics - chipping, putting, bunker shots. (3 x \$25)	\$75
Wine following each clinic (3 x \$10)	\$30
1 on-course experience	\$20
Your Program Fee	\$125

SCHEDULING:

ADULTS: Consider work schedules for working parents and adults. Get to know your community and the demographics that make it up. Offer programs in the morning and after work hours to see which one is most popular. It can be a trial-and-error process as what works for the private facility down the road may not work for you and vice-versa.

JUNIORS: Look at other junior sports camps and programs being offered in your community and the surrounding areas, schedule accordingly! Registration should be setup based on age (5-8 year old's and 9+), but experience should be considered as well. Provide verbiage on what will be covered for each clinic, class or lesson, so that parents can decide where their kids feel comfortable.

WHAT TO COVER: Find an area of the game you love to teach – short game, putting, woods, driving the ball farther – and focus on it with specific instruction programs.

BEIGNNERS AND JUNIORS: Start with an introduction to putting and chipping basics – posture, grip, & aim.

LENGTH OF TIME:

ADULTS: A maximum of one (1) hour per class or two (2) hours per clinic is recommended for maximum engagement levels.

JUNIORS: One (1) hour classes and camps are ideal for junior golfers for maximum engagement, 1.5 hours maximum.

STUDENT-TEACHER RATIO: Student-teacher ratio should be based on the experience level of the teacher. For newer teachers, consider a 4:1 ratio. For more experienced teachers, consider a 6:1 or 7:1 ratio, but never more than 8:1.





PGA

Minnesota Section

PLAYER DEVELOPMENT: BEST PRACTICES

SUBMITTED BY YOUR FELLOW PGA PROFESSIONALS

PGA JR. LEAGUE



GETTING STARTED

Benefits to the Golf Course:

- It's great to have juniors and their families experience our facility and what we have to offer. It also provides incremental revenue such as F&B and cart rental fees.

Time Commitment:

- Match days require 4-5 hours depending on home or away match travel time. We split the matches between our Captain and Coach to help save the time required by just one person.

Using Online Registration:

- The PGA Jr. League portal is very easy to use for registration and in-season communications with the players and parents

Coach Registration:

- Coaches don't have to be a PGA Member/Associate or LPGA member. If you have a parent who is interested in helping with practices or matches, have them register as a Coach!

Captain/Coach Payments:

- We pay our captain by the hour. If your Professionals are on salary, the time spent with PGA Jr. League would be part of their job description.

Communication to Parents:

- We keep a segmented database with PGA Jr. League as one of our categories
- There is also a Sports Engine app that you can use. Once the kids are rostered on the team it will allow them to RSVP, chat, view game schedules, etc. Of course, the Captain or Coach is required to enter this information in for the parents to see. But, the app makes it super easy and convenient to communicate!

Recruiting Players:

- When a Captain registers for a team it will appear on pgajrleague.com
 - Captains receive a Captains kit, which ships out when the registration is approved. The kit includes marketing materials such as counter cards and posters
- We make the PGA Jr. League information a part of our Junior Program materials to all Junior players 13 and under

TEAM PRACTICES

How Many Practices:

- It works well to have 2-3 practices to go over format and help juniors with their games if needed. These practices usually occur prior to matches starting in June
- Many teams host a practice per week throughout the season

Scheduling Practices:

- It has worked for us to schedule an initial meeting with parents and juniors to hand out materials and jerseys.

MATCHES

Scheduling Matches:

- Once you know all the teams in your league, it is important to contact the other Captains and get the schedule set right away. It works best to have one Captain be the “lead” to get everything organized
- We played our matches on Sunday’s. This made it easier to get the host courses to accommodate blocking off nine holes late Sunday afternoon for a shotgun start. Some courses may be okay using Saturday’s. Weekends are convenient for parents and typically don’t conflict with other leagues that are often during the week.

Transportation to Matches:

- Parents or guardians are responsible for getting their juniors to the matches and practice, just like all other junior activities.

PGA HOPE



HOW TO START A CHAPTER

Starting a PGA HOPE Chapter is very easy. You will need access to a golf course, driving range or indoor facility that is a safe fun environment for Veterans. You will also need to learn the basics about adaptive golf which is adaptable for any disability by attending an Instructor Training Seminar where you will be trained to teach golf to Veterans with physical and emotional disabilities as well as important aspects of Veteran rehabilitative culture. Inquire with the Minnesota Section PGA for the next Instructor Training Seminar and to register your PGA HOPE Chapter.

WRITING THE PROGRAM

Please remember, the Veteran is the most important person. His/her comfort and welfare should always be uppermost in your mind. It should always be a positive and rewarding experience for both the instructor and Veteran.

Consider a 6-10-week program, one to two hours at length that provides Veterans with golf instruction, course access, and adaptive equipment if needed at no cost to Military Veterans.

There is a ton of materials you can obtain by contacting the Minnesota Section PGA but you can first start by putting together a lesson plan (see Appendix D for Operating Procedures/Sample lesson plan for Lead PGA Professionals). Items included in this lesson plan will be, but not limited to: Introduction, terms and history of golf, warm up/stretching, putting/chipping, short/mid/long iron principles, hybrid/fairway/driver principles, where to play and practice, expectations on cost, equipment, what tees to play from, rules 101, etiquette, setting goals, breaks, breaks, breaks, etc. The Veteran Goal Form is another great resource to use in working with each Veteran (see Appendix E for sample Veteran Goal Form).

HOW TO TEACH THE PROGRAM

Having a student to teacher ratio of 3:1 is highly recommended. Getting to know the Veterans experience level, abilities, injuries, prosthetics, etc. can easily be obtained by having the veterans fill out a Golf Self-Assessment (see Appendix F for Self-Assessment).

EQUIPMENT NEEDED

Not all Veterans have clubs. It does not have to be top of the line equipment but plan on having men's and women's both right and left handed clubs. Short clubs that can be used for those in wheelchairs is advisable as are golf gloves with a wraparound velcro strap. You can find adaptive golf equipment at:

<https://www.disabledsportsusa.org/sports/adaptive-equipment/golf-equipment/>

HOW TO GET VETERANS AND PROMOTE

Connecting with your local VA Hospital, VFW or American Legion and running ads in your local newspaper describing your program and its offerings is the best way to get the word out. Also making your program known on your club website in addition to club flyers throughout the interior of your clubhouse (golf shop, locker rooms, etc.). Even using known Veterans at your facilities to help spread the word can be very effective.



PGA

Minnesota Section

PLAYER DEVELOPMENT: CONTACT INFORMATION

PLAYER DEVELOPMENT COMMITTEE

MINNESOTA PGA SECTION OFFICE

12800 Bunker Prairie Road N.

Coon Rapids, MN 55448

CATHERINE WAGNER Minnesota PGA CMWagner@pgahq.com 763.754.0820	JAY MEYERHOFF (Chairman) Braemar Golf Course JMeyerhoff@EdinaMN.gov 952.903.5750
MATT COOK Rose Creek Golf Course mcook@pga.com 701.235.5100	CHRIS FOLEY Legacy Courses at Cragun's cfoley@chrisfoleygolf.com 218.825.2800
PAUL KELLEY Woodhill Country Club pk@woodhillcc.com 952.473.5024	CHRIS LEE Totally Driven Chrislee.pga@gmail.com 952.681.2728
LANCE WEST GOLFTEC Academy – Bunker Hills lwest@pga.com 763.755.4141	STEVEN WHILLOCK Oak Marsh Golf Club steve@oakmarshgolf.com 651.730.8886



PGA

Minnesota Section

Appendices A-F

Appendix A

Drive, Chip and Putt Skills Set-Up

DRIVE SKILL

Overview:

1. 40-yard wide grid – all shots must come to rest in the grid to score points.
2. Flags marking both sides of the fairway at 50-yard increments (beginning at 50 yards).
3. A ball coming to rest on any of the boundary lines is considered in bounds.
4. A ball coming to rest on any of the scoring lines will be scored in the longer of the two scoring grids.
5. A ball striking an object either inside or outside the grid is scored where it comes to rest.
6. In the event of a tie, the player's third drive will serve as a tie breaker (followed by second and first if necessary). If a tie still exists, co-champions of the skill will be declared.

Setup and Scoring Grid:

1. Create a grid 40 yards wide with 50-yard increments from teeing area up to 300 yards. Use chalk spray, paint, string, and/or irrigation flags as visual markers to help identify yardage and appropriate points to be awarded.
2. DCP grid flags are used to indicate 50, 100, 150, 200, 250 and 300 yards.
3. It is suggested for pace of play to use range finders to make scoring easy or paint the point values in each segment or make a large sign with each respective point value and place inside the grid in appropriate segment. Pin the sign down with tees so it does not blow away and is easily visible to spotters in the Drive grid.
4. Use the DCP tee markers for location where competitors hit each drive.
5. Recommend roping off the drive skill tee area for safety and to keep parents out of competition area.
6. Players hit three drives into the 40-yard wide grid.

Scoring Point Table:

1 point	Up to 24 yards	14 points	190-199 yards
2 points	25-49 yards	15 points	200-209 yards
3 points	50-74 yards	16 points	210-219 yards
4 points	75-99 yards	17 points	220-229 yards
5 points	100-109 yards	18 points	230-239 yards
6 points	110-119 yards	19 points	240-249 yards
7 points	120-129 yards	20 points	250-259 yards
8 points	130-139 yards	21 points	260-269 yards
9 points	140-149 yards	22 points	270-279 yards
10 points	150-159 yards	23 points	280-289 yards
11 points	160-169 yards	24 points	290-299 yards
12 points	170-179 yards	25 points	300+ yards
13 points	180-189 yards		

Appendix A
Drive, Chip and Putt Skills Set-up

CHIP SKILL

Overview:

1. Each participant will attempt three shots at the scoring holes from 10-15 yards. All shots will be assigned a score based on where the ball comes to rest.
2. Use of a putter is NOT allowed for this skill.
3. The difficulty of the shot should support a typical lie encountered during play on the golf course. An uneven lie with medium rough-length grass height is recommended for this Chip skill.
4. A ball coming to rest on any of the scoring lines will be scored in the higher of the two scoring rings.
5. In the event of a tie, the contestant's third chip will serve as a tie breaker (followed by second and first, if necessary). If a tie still exists, co-champions of the skill will be declared.

Setup and Scoring Rings:

1. Marking

- a. The Tool Kit will include chalk for you to mark the circles.
- b. You will need circles at 2', 4', 6', 8' and 10'.
- c. Adding point values to each scoring ring is helpful in speeding up pace of play.

2. The Shots

- a. Players will hit three chips from one location of 10 – 15 yards.
- b. Depending on your facility, a shot that could be played equally with a 7-iron or a wedge would be ideal.
- c. The Tool Kit will include DCP Tee Markers and a Flag. All three chips should be hit from the same tee to the same hole.

Scoring Point Table:

25 points	Hole in One
20 points	A ball finishing 2' or nearer to the hole
15 points	A ball finishing 2' – 4' from the hole
10 points	A ball finishing 4' – 6' from the hole
5 points	A ball finishing 6' – 8' from the hole
2 points	A ball finishing 8' – 10' from the hole
1 point	A ball finishing outside the 10' scoring ring

** A ball on the line = the higher point value.



Appendix A
Drive, Chip and Putt Skills Set-Up

PUTT SKILL

Overview:

1. Each participant will attempt one putt from each distance: 6', 15' and 30'. Putts will be measured from the center of the hole with chalk lines clearly marking the scoring rings.
2. A ball coming to rest on any of the scoring lines will be scored in the higher of the two point rings.
3. In the event of a tie, the contestant's third putt will serve as a tie breaker (followed by second and first, if necessary). If a tie still exists, co-champions of the skill will be declared.

Setup and Scoring Rings:

1. Marking – see attached photos.
 - a. The Tool Kit will include chalk for you to mark the circles.
 - b. You will need circles at 1', 2', 3', 4' and 5'.
 - c. Adding point values to each scoring ring is helpful in speeding up pace of play.
2. The Shots:
 - a. Players will hit one putt at 6', one putt at 15' and one putt at 30' – a total of three putts.
 - b. The tool kit will include three DCP flags and three sets of tee markers. You can use three completely different holes, or three tee placements to the same hole. Three separate holes will require a few more volunteers/staff but will help with pace of play.

Scoring Point Table:

25 points	Hole in One
20 points	A ball finishing 2' or nearer to the hole
15 points	A ball finishing 2' – 4' from the hole
10 points	A ball finishing 4' – 6' from the hole
5 points	A ball finishing 6' – 8' from the hole
2 points	A ball finishing 8' – 10' from the hole
1 point	A ball finishing outside the 10' scoring ring

** A ball on the line = the higher point value.



Appendix B: Golf in Schools "Individual Partner Agree



Individual Partner Agreement

Welcome to **The First Tee**! We are excited to offer our program to your school/facility ("you"). This program provides basic information on learning the game of golf as a lifelong health and fitness activity while each lesson emphasizes skills, concepts and one of The First Tee Nine Core Values: *honesty, integrity, sportsmanship, respect, confidence, responsibility, perseverance, courtesy and judgment*. We look forward to working with you to provide your kids an opportunity to develop skills that will benefit them on and off the golf course. Thank you for your participation and agreement to follow the program requirements listed below.

As a partner of The First Tee, your school/facility will receive from The First Tee:

1. **TRAINING:** Professional development training for the Physical Educator(s)/Youth Leader(s) delivering the program to your kids.
2. **CURRICULUM:** One curriculum manual containing resource materials and progressive lessons.
3. **EQUIPMENT:** One set of developmentally appropriate, modified golf equipment designed and configured for teaching large groups safely.

As a partner of The First Tee, your school/facility agrees to the following:

1. **TRAINING:** Physical Educator(s)/Youth Leader(s) who will be delivering the program will complete training provided by The First Tee (receiving certification upon completion).
2. **SAFETY:** Physical Educator(s)/Youth Leader(s) who will be delivering the program will follow all safety protocols described in the curriculum manual.
3. **MINIMUM HOURS:** You will implement the program within your school/facility's curriculum, as stipulated in The First Tee curriculum manual, and deliver the program to allow your students the same amount of participation time and lesson exposure as offered to them in their other sport-based activities at your school/facility.
4. **STUDENT IMPACT:** During the first two years of our partnership, you will deliver the program to at least half of the students assigned to your classes/programs. During the third and each subsequent year, you will deliver the program to all such students.
5. **REPORTING:** You agree to complete and return forms and survey information as needed by The First Tee to enable additional support, and effective evaluation and improvement of the program.

Note: You agree that you shall not use, or permit the use of, the delivered equipment and curriculum materials from The First Tee (collectively, the "Material") in whole or in part until you have completed the required training provided by The First Tee, you assume all risks relating to your possession and/or use of the Material, and to the fullest extent permitted by applicable law, you agree that The First Tee, its affiliated entities and their respective employees, officers, directors, agents, shareholders and members shall not be responsible for any personal injury, property damage or any other loss suffered as a result of such possession and/or use.

Program Being Delivered: _____ (NSP = The First Tee National School Program, DRIVE = The First Tee DRIVE)

COMMUNITY PARTNER: _____

COMMUNITY PARTNER PARENT ORGANIZATION: _____

Address: _____ **City** _____ **State** _____ **Zip** _____

Phone: _____ **EIN (Employer Identification Number):** _____

Number of students to receive program: _____

Physical Educator and/or Youth Leader leading delivery of the program ~

In the event a new Physical Educator and/or Youth Leader is identified by your school/facility to deliver the program you will notify The First Tee via e-mail so that we can register said individual(s) for training (there is no additional cost for new individuals)

Print Name: _____ **Email:** _____

Principal or Facility Leader ~

Sign Name: _____ **Email:** _____

Print Name: _____ **Date:** _____

Appendix C

Inflatables Operating Instructions

Contents:

- 1 Inflatable: Golfzilla, Golfopotomus, Shark or Air Target
- 1 Air Blower
- 3-4 Sand Bags
- 4 Stakes
- 1 Extension Cord

Setting Up:

- Take Inflatable out of carrying bag
- Lay out flat on tarp
- Identify long “air-in” hole with ties
- Do not lay inflatable on rocks, concrete, branches, or any other hard or sharp ground
- Make sure inflatable is not laying upside down but pointing then correct direction
- Place sand bags in the feet (and tail if Golfzilla) of inflatable
- Tie “air-in” hole around mouth of blower and tie tight
- Plug blower into extension cord and into outlet
- “On” switch in on side of blower
- As Target inflates, check that all zippers on feet and tail are zipped closed
- If windy, locate grommet on legs and sides of body. Tie rope around grommet and stakes. Stake in ground.
- Set up away from trees or other sharp objects that could puncture fabric if wind blows Golfzilla over

In Use:

- Do not hit golf balls at inflatable
- Do not throw golf clubs at inflatable
- Do not jump on or tackle inflatable
- Use only Birdies or tennis balls when hitting at inflatable

Taking Down:

- Turn off Blower
- Untie “air in” hole from blower
- Unzip holes in tail and feet
- Let inflatable naturally fall down and release air
- Being very gentle, start from one side and slowly push the air out towards the feet (and tail if Golfzilla)
- Once all the air is out, bring inflatable together and start putting parts of fabric into the carrying bag. This may take a few minutes and needs to be done on soft ground without golf shoe spikes on the fabric.
- If inside duffle, carefully zip the bag closed making sure to not zip inflatable fabric into zipper

Damage

Any damage is the responsibility of the renter

PGA HOPE

(Helping Our Patriots Everywhere)



Standard Operating Procedures for Lead PGA Professionals

The purpose of this handbook is to achieve uniform results in delivering a consistent and quality PGA HOPE program for Veterans across the country.

NUTS AND BOLTS

INTRODUCTION

ABOUT PGA REACH & PGA HOPE

PGA REACH is the 501(c)(3) charitable foundation of the PGA of America. The mission of PGA REACH is to positively impact the lives of youth, military, and diverse populations by enabling access to PGA Professionals, PGA Sections and the game of golf.

PGA HOPE is a free therapeutic adaptive golf program that is geared towards Veterans with disabilities however is offered to all servicemen, servicewomen, and Veterans. PGA HOPE programs are designed to introduce golf as a way to enhance mental, social, physical, and emotional well-being, and to assist with rehabilitation and assimilation.

PGA REACH, PGA Sections and their PGA Professionals partner with local Veterans Administration (VA) Hospitals and military installations to initiate this program. This program is open to all military Veterans, from previous and current combat theaters, with an emphasis on serving those with physical and emotional disabilities.

Mission and Goals

Our mission is to use golf as a rehabilitative tool to help Veterans overcome life's adversities and improve their physical, mental, emotional and social well-being.

Our goals are to:

- Create a safe environment for Veterans and their families and establish relationships of trust with PGA Professionals
- Have fun and encourage a culture of comradery
- Teach Veterans the basics of golf including etiquette and course management
- Empower Veterans to feel confident playing golf on their own after the program

Veterans We Serve

This program is open to all Veterans with an emphasis on serving Veterans with physical and emotional disabilities. This program is completely free to the Veterans. Veterans range from World War II era to the most current combat theaters. The Veterans who attend the program will have different physical and mental disabilities; some you will visibly notice and other issues will be invisible to the eye. Injuries could have occurred years ago or recently. You will encounter Veterans with varying disorders including limb loss, spinal cord injuries, PTSD (Post Traumatic Stress Disorder), TBI (Traumatic Brain Injury), blindness, substance abuse, those engaging in social rehabilitation and more.

VA Hospitals

The PGA of America has worked tirelessly to establish a close working relationship with the Veterans Administration and is very proud to have a Memorandum of Understanding with the VA to offer adaptive programming to our Veterans. We encourage VA Staff that work with the Veterans to participate in the program. VA Staff involvement is an integral part of the success of PGA HOPE.

PGA Sections must abide by the following stipulations for PGA REACH to maintain the MOU with the VA:

1. All PGA Members that participate in HOPE will have gone through a specific adaptive golf training course
2. PGA HOPE programs will not apply for federal grant dollars through the VA Adaptive Sports Grant process

PGA HOPE INSTRUCTORS

Time Commitment

All PGA Professionals and Associates are encouraged to attend at least one class of PGA HOPE. There are no requirements/commitments to teach all classes during a 6-8 week program. PGA Professionals are offered an honorarium of \$50.00 per hour; Associates \$35.00 an hour. Lead Professionals receive an additional \$500 honorarium for their time commitment. PGA Professionals can opt to donate their honorarium back to their PGA HOPE program.

Training

Only PGA Professionals and Associates can teach Veterans in the PGA HOPE program, and those who plan on being instructors for PGA HOPE must attend a PGA HOPE adaptive golf training seminar. All training seminars are conducted by a member of the PGA HOPE National Training Team. The training seminar prepares PGA Professionals and Associates to feel more confident teaching individuals with varying physical and mental disabilities. PGA Professionals do not receive compensation for this training day but do receive 6 MSR credits. The Section Lead must maintain a database of their trained Professionals.

All requests for training must be submitted during the Open Enlistment Period. Once submitted and approved, a member of the PGA HOPE National Training Team will coordinate with the Section Lead to confirm and schedule details of a training session.

TRACKING & REPORTING

Honorariums/MSRs

Each week, the Lead Professional is responsible for keeping track of instructor attendance. Please collect instructor's names and Member ID numbers. At the conclusion of the 6-8 week PGA HOPE program, the Lead Professional will submit an honorarium report, which will ask for names and Member ID numbers of all instructors as well as the number of hours attended, to the Section Lead. This will serve as submission for honorariums and applicable MSR credits as well as an option if the instructors would like to donate their hours back to the Section. This must be completed and submitted to your Section Lead within 10 business days of completion of the program.

Can be found on the HOPE Hub under 'Forms/Reports'.

PGA Professionals earn 6 MSR credits for attending the PGA HOPE Adaptive Training Seminar. PGA HOPE instruction is approved for 6 PGA required credits under the activity code of (28). PGA Professionals may receive 1 credit per hour for each hour of participation, up to six credits per MSR cycle year.

Sections are responsible for ensuring PGA Professionals receive appropriate MSR credit. For questions, Membership Services can be reached at: Membership@pgahq.com

Invoices/Receipts

At the conclusion of your 6-8 week PGA HOPE program, the Lead Professional must submit a summary invoice to their Section Lead and include copies of all receipts. The Section Lead will organize all expenses and submit to PGA REACH for reimbursement. Expected turnaround time is five weeks from when the Section submits the invoice. This must be completed and submitted to PGA REACH within 10 business days of completion of the program. ***Can be found on the HOPE Hub under 'Forms/Reports'.***

Veteran Tracking

Lead Professionals must verify that all participants are Veterans by checking their IDs the first week of class. At the conclusion of the first class, please forward all Participant Waivers to your Section Lead.

Please note: if a Veteran does not feel comfortable signing a Participant Waiver, they are still welcome to participate in PGA HOPE programing. Just be cognizant that those Veterans who do not sign the waiver should be made aware of any photography/videography taking place prior to the start of class.

SUGGESTED PROGRAM STRUCTURE

Proper Usage of the PGA HOPE Name

The Program will be known as “PGA HOPE (city or location)”. For example, PGA HOPE Battle Creek. Programs can have multiple sessions. For example: Spring and Fall. ****NOTE: PGA HOPE has NO periods and should always be referred to in ALL CAPS****

Basic Program Information

A PGA HOPE program is recommended to run between 6-8 weeks. Programs meet once a week for two hours. A suggested maximum program size is 36 Veterans; please work with your local Veteran organizations and VA Hospitals to promote the program. A recommended list of equipment and adaptive equipment can be found below and on the PGA HOPE Hub.

Introduction Clinic

The PGA HOPE Introduction Clinic is used as a tryout class for Veterans and their families to see if they would like to participate in a program. It is recommended that it be offered at least one month prior to the start of your program. It is viewed as a try out period for the Veteran, and also provides the Lead Professional with an opportunity to determine any special equipment needs for the incoming Veteran students. The PGA HOPE Clinic can also be used in your off season as an indoor program to attract new Veterans to your program, as well as engage past participants.

Six Week Lesson Plan

Week 1 - Week 3

- Registration table with PGA HOPE logoed tablecloth, nametags and any giveaway(s)
- Give each participant a **Welcome Packet** and have them fill out the **Participant Waiver**. Ask all Veterans to complete welcome survey online. ***Can be found on the HOPE Hub under ‘Additional***

Resources’.

- Recommended stations are Full Swing , Short Game, Putting
 - Range stalls with golf balls, tees, lie boards, targets, irons, and drivers
 - Putting green with golf balls, putters, games/competitions, and prizes
 - Learning Area (classroom) with 2 golf carts, scorecards, pencils, and course map if available
 - Chipping area with golf balls, wedges, games/competitions, and prizes
- Water stations and a few chairs at each station
- Set up lunch area with tables, chairs, food, etc.
- Wrap up with review and announcements for upcoming class

Introductions: At the beginning of each class be sure to welcome the Veterans and have the PGA Professionals introduce themselves. Some sections also have the Veterans introduce themselves at this point – depending on program size this may or may not be possible.

Break out: Break out the Veterans into three groups: beginner, intermediate, advanced. Determine these groups by a show of hands. Start the beginners in the classroom during week 1.

Rotations: Drive, Chip, and Putt – some locations may logistically work better with two rotations but keep in mind that the Veterans will get tired fast and they will not be able to hit balls on the range for more than 30 mins. Suggested rotation is every 30-40 minutes. Veterans rotate from Drive to Chip to Putt.

Week 4: Drive, Chip, and Putt Competition

Have each Veteran compete in a Drive, Chip, and Putt competition and the top three in each skill as well as the overall winner are given prizes at the end of class. Begin each skill with 15 minutes of warm up/instruction followed by the

competition. Any extra time can be used for practice. Use the results of this competition to pair players into their playing groups for week 5.

Week 5: On Course Training

Suggested structure is to pair 5 Veterans with 1-2 professionals per hole and have them play for the two hours. Shotgun format usually works best. Use results from week 4 to pair Veterans in fair teams. Ex: A player, B player, C player, D player, and one additional.

- Set up cart signs for groups
- Distribute a bag of golf balls per group, and one golf bag per group – two if there are lefties
- Distribute scorecards, pencils, tees

Week 6: Graduation

Teams from week 5 compete in a 9-hole scramble followed by a graduation ceremony.

WEEK 1 LESSON PLAN

I. Check In, Welcome and Introductions

II. Breakout

Break out the Veterans into three groups: beginner, intermediate, advanced. Determine these groups by a show of hands. It is ok to leave friends together as the most important thing is to keep the Veterans comfortable in a new setting

FULL SWING STATION

Goals: Contact, Fun

Instruction: Introduce students to full swing including grip, stance, ball position, posture etc.

Game: Down Range Targets Utilize targets on the range to have fun competitions

PUTTING STATION

Goals: Grip, Stance, Posture, Fun

Instruction: Introduce students to putting stroke basics grip, grip pressure, alignment, aim posture, green reading basics, etc.

Games: Set up games on the green with prizes after instruction

CLASSROOM STATION (Replaces Chipping for Week 1)

Goals:

- Have all Veterans fill out the **Participant Waiver** and provide them with the **Welcome Packet**. *Can be found on the HOPE Hub under 'Additional Resources'.*
- Ask Veterans to go online and fill out welcome survey
- Make Veterans feel more comfortable coming to the golf course

Instruction: General questions for the Professionals to use found below*

III. Wrap Up & Homework

Read through the **Welcome Packet**

***Golf Classroom Details & Questions**

Rule #1 at PGA HOPE – Have Fun!!!!

Have all Veterans fill out **Participant Waiver** and provide them with the **Welcome Packet** Ask all Veterans to complete welcome survey online

Safety

- Where to stand when someone is swinging
- When to use 'fore'
- Golf cart safety
- Bad weather

Golf Course Procedures

- How to make a tee time/what is a tee time
- Proper dress
- Parking lot procedures
- Bag drop
- How to get range balls
- Checking In – when to show up
- Etiquette – Leave the course better then we found it
- No club throwing, raking bunkers, fixing divots, no trash on course, how to place flagstick on green
- Walking in line, order on tee, quiet on the tee

Golf Course

- How many holes on a golf course?
- Scorecard - handout scorecards and go over them step by step
- What is Par, Birdie, Eagle, Bogey, Double Bogey explained
- Different part of the golf course – quick overview – they will get hands on experience week 5 (Tee, Green, Fairway, Rough, Water Hazards, Bunkers)

Equipment

- How to operate a golf cart?
- How many golf clubs are you allowed in your bag?
- What are the different clubs called?
- What is the significance of the number on them?
- What is the significance of the angle of them?
- What should you have with you?
 - Balls, Tees, Sharpie, Scorecard, Divot tool

WEEK 2 LESSON PLAN

I. Check In & Welcome

II. Breakout

FULL SWING STATION

Goals: Contact, Fun

Instruction: Recap from week one using irons. Introduction to the driver.

Game: Down Range Targets – Utilize targets on the range to have fun competitions

PUTTING STATION

Goals: Grip, Stance, Posture, Fun

Instruction: Recap putting stroke basics grip, grip pressure, alignment, aim, posture, green reading basics, etc.

Game: Tic Tac Toe & Team Golf

CHIPPING STATION

Goals: Grip, Stance, Posture, Fun

Instruction: Introduce students to chipping basics

Game: Target practice/chipping nets (prizes at station)

III. Wrap Up & Homework

Optional - Rules of Golf Book – provide Veterans with a copy of the Rules of Golf.

Optional - 'A Modification of the Rules of Golf for Golfers with Disabilities'

WEEK 3 LESSON PLAN

I. Check In & Welcome

II. Breakout

FULL SWING STATION

Goals: Contact, Fun

Instruction: Recap using irons/driver, explain the different clubs in a bag, distances they go, etc.

Game: Utilize targets on the range to have fun competitions

PUTTING STATION

Goals: Grip, Stance, Posture, Fun

Instruction: Recap putting stroke basics; grip, grip pressure, alignment, aim, posture, green reading basics, etc.

Game: Knock Out

PITCHING STATION

Goals: Grip, Stance, Posture, Fun

Instruction: Introduce pitching basics

Game: Target practice, Knock-Out

III. Wrap Up

WEEK 4 LESSON PLAN

Drive, Chip & Putt Competition

Week 4 is used to gauge each Veterans grasp of the skills they have been learning. Have each group compete in the Drive, Chip, and Putt competition. The top three in each skill, as well as the overall winner, are given prizes at the end of the class.

Begin each skill with 10 minutes of warm up and 20 minutes of competition. Any extra time can be used for practice. Use the results of this competition to pair players into their playing groups for week five.

WEEK 5 LESSON PLAN

On Course Training

Pair five Veterans with 1-2 professionals per hole using week four DCP results to evenly pair groups. Play the hole in a scramble format using each opportunity to teach the Veterans about the game along the way. Below is a list of things to try to cover as you are out on the course.

Tee time

- How to make one
- How early to show up
- Why courses use different tee time intervals

Equipment

- How many clubs are you allowed in your bag
- What should you have with you: balls, tees, divot tool

Dress the Part!

Scramble Format

- Explain how it's played and scored

Scorecard - How to Score

- What do the yardages mean
- What does the par mean
- What does the handicap mean

Golf Cart

- How to use
- Where can the golf cart go on a golf course
- Where to park the golf cart
- What does cart path only mean, 90 degree rule, scatter

Teeing Off – Teeing Ground

- What is the tee box
- Using a tee and impact of adjusting the height
- Proper alignment
- Honors and order of play etiquette (when applicable)
- Don't talk when someone is swinging
- Identifying your golf ball
- Why are there different sets of tees on the tee box

Fairway Rules to Cover

- Play it as it lies
- Out of bounds and lost balls
- Water hazards

- Bunker play
- Unplayable

Pace of Play

- Ready golf
- Acceptable time to find a ball

Course Care

- Fixing divots
- Filling with seed mixture

Bunker Etiquette

- Raking
- Where to put the rake

Green Etiquette

- Fixing ball marks
- Walking in line and talking
- Flagstick: The purpose and when to remove
- Who goes first
- How to mark your ball
- How to fix a ball mark
- Why are flags on the flagsticks different colors

Golf Course Questions

- How long does it take to play a round of golf
- What are the different parts of the golf course
- What do the different indicators on the fairways mean (yardage wise)
- How many holes are on a golf course
- What is the minimum I can play

Golf Equipment Questions

- What do the numbers on a golf ball mean
- What do the dimples on a golf ball do
- What clubs do I hit what distance
 - Distance Chart
- Do I have to wear a golf glove – which hand should I wear it on and why
- What kind of shoes can I wear
- What is a hybrid club – what are the benefits in using one

WEEK 6 LESSON PLAN

Graduation Scramble & Dinner

Teams from Week 5 compete in a 9-hole scramble followed by a graduation ceremony. We invite all Professionals who have worked throughout the program and the past graduates to compete with the new graduates that will be joining our PGA HOPE family. Graduates may receive a golf shirt, golf clubs, golf balls, tees, PGA HOPE hat, **PGA HOPE Card, PGA HOPE Benefits Guide**, and various prizes that are awarded during the ceremony. For more information about graduations and volunteer engagement it ***can be found on the HOPE Hub under 'Additional Resources'***.

LIST OF GAMES/CHALLENGES

Putting

- Speed Drill (3 Lines)
 - Using flagging tape set three parallel lines on the green. The object is to pass the first line, be closest to the second, without going over the third.
- Knockout (1 long line of flagging tape)
 - Object of the game is to have your ball stop closest to the line. Entire group putts at the same time – person furthest from the line is out. If it is a large group you can split them on either side of the line. Game continues until there is a winner.
- Mini Golf
 - Indoors or outdoors. Set up a mini golf course on the putting green either using string, flagging tape, glow gear, etc.
- Tic Tac Toe
 - Set up tic-tac-toe boards using flagging tape on putting green.
- Team Golf
 - Teams of four competing to be the first team to have all team members make a 6-foot putt from the same location. Line team up and they get one putt at a time. If they make it on their first attempt they are off the line and become a cheerleader for their team. If they miss it they go to the back of their team's line. First team to have all four team members make the putt wins.

Chipping/Pitching

- Circles (points)
- Squares (points)
- Chipping Nets (points)
- Volleyball Net – used to teach to elevate the ball on a pitch shot
- Swim Noodles (set as field goal posts using alignment rods to construct)
- Swimming Pools

Driving

- Targets on the range

Appendix E
Veteran Goal Form

Name:	
Goal Selected:	
How well will you be able to meet this goal? 5=Yes (Very Much), 4=Yes, 3=Yes, and No 2=Somewhat, 1=No (Not at All)	
How well you meet your goal? 5=Yes (Very Much), 4=Yes, 3=Yes, and No 2=Somewhat, 1=No (Not at All)	
Did this group meet your expectations today?	
Comments:	

- 1) Display an active role during this outing.
- 2) Demonstrate appropriate social interaction.
- 3) Initiate conversation with unfamiliar peer or volunteer minimum of 1x.
- 4) Demonstrate appreciation by independently thanking peers, volunteers and hosts.
- 5) Maintain appropriate language and conversations taking into account setting and group.
- 6) Take rest breaks when needed.
- 7) Participate safely and within my own physical limitations.
- 8) Share one positive thing I enjoyed at the end of the session.
- 9) Make my Own Goal:

Golf Self-Assessment

Name:

The purpose of this assessment is to help you identify the areas of your golf game that impact your performance. Please answer these questions honestly to get the most accurate feedback possible.

Part 1

The following list contains concerns that are common to many golfers. For the following problems please rate on a 1-5 scale **how often each is a problem for you while playing golf**

	Seldom			Frequently	
Nervous over short putts	1	2	3	4	5
Lack confidence	1	2	3	4	5
Negative self-talk	1	2	3	4	5
Difficulty staying focused	1	2	3	4	5
Getting angry at self or others	1	2	3	4	5
Feeling nauseous	1	2	3	4	5
Grip club too tightly	1	2	3	4	5
Difficulty playing under pressure	1	2	3	4	5
Inconsistent pre-shot routine	1	2	3	4	5
Easily frustrated	1	2	3	4	5
Afraid to make mistakes	1	2	3	4	5
Shaky and/or clammy hands	1	2	3	4	5
Nervous on the first tee	1	2	3	4	5
Muscle tension in neck & back	1	2	3	4	5
Lack confidence with some clubs	1	2	3	4	5
Easily discouraged	1	2	3	4	5
Tempo gets quick	1	2	3	4	5
"Blow up holes"	1	2	3	4	5
Racing heartbeat	1	2	3	4	5
Nervous playing in front of others	1	2	3	4	5
Think too much	1	2	3	4	5
Difficulty letting go of bad shots	1	2	3	4	5

Performance anxiety	1	2	3	4	5
“Butterflies” in your stomach	1	2	3	4	5
Racing thoughts	1	2	3	4	5
Fatigue	1	2	3	4	5
Overly focused on score	1	2	3	4	5
Worry about disappointing others	1	2	3	4	5
Don't enjoy golf	1	2	3	4	5

Other (please specify and describe in the section below):

To what extent do you believe that the issues from Part 1 are a problem for you in everyday life outside of golf?

1	2	3	4	5
Never		Sometimes		Always

Part 2

1. How concerned are you about problems identified in part 1?

1	2	3	4	5
Not at all		Moderately		Very

2. How motivated are you to address the problems identified in part 1?

1	2	3	4	5
Not at all		Moderately		Very

3. How likely are you to seek help for the problems identified in part 1?

1	2	3	4	5
Not at all		Moderately		Very

Please write a SMART goal (Specific, Measurable, Attainable, Realistic and Timely) for your own participation in the Summer Golf Program:

By the end of the Summer Golf Program I would like to:

Do you feel confident that you have met this goal? _____YES _____ NO

What is your plan to continue golfing after this program has ended, or how will you use the skills you learned in this program afterward?
