



NEW ENGLAND



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NEW ENGLAND PGA LEADERSHIP HANDBOOK



OUR MISSION

To promote the enjoyment and involvement in the game of golf and the golf industry. The NEPGA will accomplish this mission by enhancing the skills of its Professionals and the opportunities for amateurs, employers, manufacturers, employees and the general public.

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

Overview

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- Our goal is to provide value and meaning to every member and associate in our Section. From the rank-and-file member, leaders are developed to shape, direct, guide, and most importantly respond to the needs and desires of their peers. The purpose of the Leadership Handbook is to provide direction for the leaders of the Section & Chapters as they provide value and meaning to their respective memberships.
- In order to truly be a “member driven” association all Officers & Directors and his/her committee liaisons must be the foundation from which we develop and achieve goals. Feedback from peers is our essential line of communication that must be maintained to properly respond to the needs of our membership.
- The NEPGA staff is here to assist the leadership as they guide their constituents with their own ideas and direction, while promoting Sectional and National initiatives. Continuous feedback is required to ensure the Officers & Directors receive the support necessary to be successful.
- The guidelines contained are intended to be used as a roadmap for success. They are intended to be flexible enough to provide direction without constraint. Creating a standard of consistency from which chapters may work collectively for the betterment of their region and Section is the objective.

Our success will be gauged by our ability to serve our members and grow the game of golf. As leaders you serve a valuable role in those efforts.

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NEW ENGLAND PGA

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Communication & Schedules

It is very important as leaders you stay connected with your membership. Receiving direct feedback from all Section members is essential to our success. Chapters have a variety of ways to communicate with chapter members.

CHAPTER REPORTS - District Directors will be asked to provide a written and/or verbal Chapter Director's Report at Section Board of Director Meetings and in monthly newsletters. The same standard should apply for Chapter Officers and committee representatives at Chapter meetings. The verbal form is essential as it provides accountability and allows for direct feedback from the membership. Please ask all additional chapter board & committee members to give an update at your Chapter meetings.

EMAILS - NEPGA staff is pleased to assist in sending e-mails to all members at the leadership's discretion. Messages should be drafted and sent to Casey Litwack and/or Lauren Neilan in their final form for delivery. E-mail addresses for the membership will also be provided for direct communication should you wish.

E-NEWSLETTER - On a weekly basis the Sections Forecaddie is sent every Friday, and content must be received by noon on Wednesday for publication. Chapter leaders are asked to provide the content in as close to final form as possible.

WEBSITES/SOCIAL MEDIA - Leaders are encouraged to communicate with their constituents in other manners than e-mail. By utilizing the website (www.nepga.com), or any of our social media platforms, leadership will be provided resources to promote such items as: schedules, meeting dates, sponsors, tournament activities, pictures, awards, etc. Section Staff can post the actual content provided by Officers/Directors. The goal is to provide the look and feel of stand-alone Chapter websites and inclusive social media posts.

Meeting Requirements

Face to face meetings are the desired method to achieve direct communication between the membership and leadership of the Association. Members are required to attend association meetings on a cycle basis to satisfy their PDR requirements. Chapters are required to offer two meetings during the year; a fall meeting (October) and a spring meeting (March/April). Meetings should be scheduled sixty (60) days in advance with a notice to membership of time, date, place, education opportunity, and golf format. It is encouraged to include additional education seminars and meetings as time permits.

FALL MEETING (OCT) -Recap of the year and recognize sponsors.

- i) Elect new officers every two years.
- ii) Recognize award winners.
- iii) Recruit new leaders for committees and other posts.
- iv) Education opportunity (utilize current sponsors).
- v) Casual yet structured golf activity.

NEPGA PLANNING SESSION - NEPGA Board Members and all Committee/Chapter members meet for one day to develop goals & objectives for upcoming year. The following day the Section Board of Directors meet to finalize business plans for the upcoming year. Chapters must have budgets submitted 2 weeks prior to meeting.

NEPGA ANNUAL MEETING -Traditionally held in late October, or early November, this meeting should be attended by Chapter Officers as well as the entire membership. It is an opportunity to engage with fellow Professionals and recap the prior year. Chapter Presidents will attend a Section Board Meeting the evening prior to the Annual Meeting.

SPRING MEETINGS –Typically held in April/May this meeting serves to cover the following:

- i) Pass along annual meeting news and updates if held after Annual Meeting.
- ii) Promote upcoming year's events and activities. Education opportunity (utilize current sponsors).
- iii) Casual yet structured golf activity.

Note: At Chapter Spring & Fall meetings, the Chapter Secretary is required to distribute a sign in sheet which will track attendance. Rosters should be sent within 48 hours to the NEPGA staff who will post PDR's within 10 days of meeting.

Officer Roles and Responsibilities

Officers serve as the heart and soul of their respective Section/Chapters. Their ability to activate and communicate at the grass-roots level is imperative to the overall success of both the Chapter and the Section. The Officers must work together towards a common goal and communicate regularly. Each officer has specific duties and requirements that directly contribute to the overall success of the Association.

President

Vice-President

Secretary

Officer Roles and Responsibilities

President

- The office of the President is to lead and conduct all Section/Chapter affairs.
- Appoint committee members and stay in touch with the membership.
- The President should stay in touch with the industry in their local areas and be willing to assist individual members as their needs arise while working hard at the local level. It is imperative for the President to be an advocate of Chapter, Section and National initiatives.
- Work with NEPGA Executive Director and staff on overall Section planning and direction.

Vice-President

- Primary role of the VP is to maintain the financial stability of the Section/Chapter by working directly with the other Officers and Section/Chapter staff on finances. V.P.s create the Section/Chapter budget for the upcoming year.
- Assist the President with their duties and represent the President in their absence.
- Select Chapter Vice Presidents serve on the Section's Finance Committee.

Secretary

- The primary duty of the Secretary is to stay in touch with the membership and maintain accurate records of meetings and education seminars. Takes notes at Section/Chapter meetings and promptly provides minutes to staff.
- He/She is responsible for correspondence with the membership and the Section Office.
- Select Secretaries serve on the Section Education Committee and meet the requirements set forth by the Section Secretary for any education initiatives.

District Director

- Serves as a Board Member on the NEPGA Board of Directors. Attendance requirements include; - NEPGA Board of Directors Meetings (typically 6-8 per year – Section Spring & Annual Meetings, and Board Planning Session.)
- NEPGA Board of Directors Conference calls (typically 1-2 per year.)

There is no role more vital to the success of your Section than that of volunteerism. As a member driven organization we rely heavily on the outstanding contributions and experience of our membership.

Committee Structure

The use of Committees plays a vital role in the Association's volunteer-based leadership structure. Incorporating more members to assist in providing benefits to the masses only makes the Association stronger. The role of our Leaders should be one of constant support to their Committee appointments.

Below are the committees that exist at the Section and Chapter level, as well as a brief description as to their functions. A chapter chairperson will serve at the chapter level as well as at the section level. Each chairperson is appointed by the Section/Chapter President to serve the same two-year term as their Presidency.

AWARDS COMMITTEE - To recognize among peers, and especially employers, the achievements by PGA members in the areas of teaching, education, mentoring, junior golf promotion, merchandising, growth of the game, and overall performance as golf professionals.

MEMBERSHIP COMMITTEE - To assure that NEPGA members are properly classified, fulfill their PDR requirements, and follow the NEPGA and PGA of America's constitution.

EMPLOYMENT COMMITTEE - To assist members with their current professional employment situation and to assist country clubs with creating a job search for a new professional using compensation information of similar area clubs. Their objective is to identify employment turnover and job opportunities in their Chapter. Utilizing grass-roots relationships will yield a higher probability of providing employment assistance to facilities and members.

FINANCE COMMITTEE - To assure all finances of the NEPGA are properly accounted for. The Committee will oversee the creation, approval, and implementation of each yearly budget.

TOURNAMENT COMMITTEE - Will work to oversee the conduction of all Section & Chapter tournaments. The Committee will work closely with Section/Chapter tournament staff to implement policy changes, help build the yearly tournament schedule, and assist in any special situations needing rulings or decision-making.

EDUCATION COMMITTEE - To organize and administer educational opportunities that train and develop golf professionals and to monitor the effectiveness of these opportunities, while providing observations and recommendations. Chapter leaders should work closely with the education chair to schedule seminars. One Chapter Officer (Secretary) should sit on the NEPGA Education Committee and is responsible for running education seminars and business summits at the Chapter level as well as contributing at the Section level.

NEPGA Finances

Finance Overview

All Section & Chapter finances shall be maintained by PGA of America's Accounting Department with direction from NEPGA Staff and Section & Chapter Officers. All Officers have the requirement of being fiscally responsible to their respective Chapters and to the Section. Finances are one area where a standardized process of checks and balances is required for all Chapters.

The NEPGA Board has approved a Chapter Plan that provides funding in order to conduct Chapter operations.

Any Chapter leader should be familiar with the concept of inurement. The inurement rules state that no individual member may directly benefit from being a member. In other words, the Association must focus on benefiting the industry as a whole, as opposed to the individual. Although a relatively gray area, we must all be very careful how the proceeds of the Association are used as not to raise any red flags or risk losing our tax-exempt status as a Not-For-Profit 501c(6) organization.

Budget Overview

Annually, Chapters will be asked to submit a budget (2) weeks prior to the Planning Session of the previous year. The key areas identified within the budget will show projected sources of income including entry fees, sponsorship revenue, Chapter education, awards, etc. The Section Staff will work closely with the Chapter to finalize the budget to be included in the overall Section budget.

Once the overall Section budget is assembled, the Section Vice President & Executive Director will present the proposed version of the budget to the Finance Committee for review. Any recommendations or changes posed by the Finance Committee will then be made by Section Staff. Finally, the Section Vice President & Executive Director will present the proposed budget to the Section Board of Directors for final approval.

Strategic Funding

Chapter Funding

Strategic Funding Implementation - In 2025 the Strategic Funding initiative was created at the Chapter level to further incentivize continued growth within each Chapter. Specific criteria was determined upon two levels that Chapters must meet in order to receive the funding. Criteria can be found below:

Tier 1 Chapter Strategic Funding (\$1,000):

- Host an hour of education in conjunction with Chapter Spring Meeting
- Hold no less than (3) Chapter Board meetings per year and submit minutes
- Host at least one “social” golf event
- Conduct a complete review of the Chapter by-laws and suggest changes

Tier 2 Chapter Strategic Funding (\$500):

- Increase Chapter facility participation in Foundation Rounds 4 Reach by 25% from 2024
- Obtain (1) new sponsor of \$500 or more for Chapter events

2026 Chapter Strategic Funding:

To be determined at the 2026 NEPGA Strategic Planning Session.

Section Funding

The New England Section is one of (38) Sections in the country on the ‘Admin Program’ established by the PGA of America. This admin program assists Section with departments such as Accounting & Finance, Tax, etc. For being a part of the program, the Section receives yearly base-level funding. In addition, the Section may complete two levels of strategic funding to earn additional funding. Examples of 2025 funding can be found below:

Level One Section Strategic Funding:

- Mentoring Initiative - deliver a Section based Mentoring Program to grow Associate & Member engagement.
- Comp Profile - work with Career Consultant to increase completion of Compensation Profiles by a certain %

Level Two Section Strategic Funding:

- Member360 Facility Data Verification
 - Sections verify detailed information for ALL facilities within the NEPGA Section borders.

Parliamentary Procedures

Robert's Rules of Order

All Chapter and Section meetings should be conducted in conformity with Roberts' Rules of Order. Chapter meetings should mirror Section meetings, while Section meetings strive to mirror National meetings. This includes the election of Chapter Officers.

Parliamentary law has been defined as common sense used in a gracious manner, and the four basic principles of parliamentary law are:

1. Courtesy and justice to all.
2. Consider one thing at a time.
3. The minority must be heard.
4. The majority must prevail.

The basic rules of debate are:

1. Each Member is entitled to speak once on a question, sometimes twice or more often if there is no objection.
2. Members must indulge in no personalities and must avoid reference by name.
3. Members always make inquiries through the chair.
4. The maker of a motion has the privilege of opening and closing the debate.
5. The chair must remain strictly neutral and must leave the chair to debate and does not return to the chair until the pending question is voted upon.

The procedures listed below should be followed in connection with consideration of resolutions:

- The proponent of the resolution should move its adoption and the motion should be seconded. It is then on the floor for discussion. • In the event the proponent or some other voting member wishes to offer an amendment, this may be done so long as the amendment is germane and does not change the original intent of the resolution. If a question should arise, it will be up to the parliamentarian to make a decision as to whether or not it is germane and whether it does actually change the intent. • If an amendment meets these requirements and is properly seconded, it is on the floor and must be considered and disposed of before the original resolution. If the amendment is adopted, the original resolution as amended is then on the floor. Of course, if an amendment is defeated the resolution is on the floor again in its original floor. • Roberts' Rules provide that an amendment may be made to a motion and there can be an amendment to the amendment. However, any further amendments would be out of order. If further amendment were desired, the proper procedure would be to offer a substitute motion. • A motion to table may be made and this is not debatable unless it is a motion to table to a particular time, in which event the only debatable part of it is the time that it is to be tabled. • A resolution may be withdrawn only by motion to withdraw, which is duly acted upon in the usual manner. • In order to cut off a debate, a member may move the previous question. This motion is not debatable and must be put to a vote at once. It requires a two-thirds vote to pass. If passed, there can be no further debate on the original motion, and it must be voted upon at once.

- Roberts' Rules provide that there shall be no proxy voting unless specifically provided for in the By-Laws.
- A motion to reconsider may be made only by one who voted on the prevailing side when the vote on the original motion was taken. If the motion to reconsider is carried, the original motion is again open for discussion and vote.
- Normally, voting is done by voice vote, but if this does not result in a positive decision, the chair may ask for a show of hands or a standing vote. Generally speaking, unless the vote is unanimous, the number of votes for or against any resolution should be counted.

Staff Support

The New England PGA Staff is entirely committed to the success of the Chapters and the Section as a whole. Officers play a vital role in fulfilling the NEPGA mission. The staff is here to support you throughout the entire process and is always willing to assist your efforts in any way possible. Do not hesitate to reach out to anyone on the NEPGA staff with questions, ideas or concerns. We can only get better if we are committed to working together towards our common goal; Grow the Game and Serve our Members.



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CAPE COD

PRESIDENT
VICE PRESIDENT
SECRETARY
TOURNAMENT CHAIR
HONORARY PRESIDENT
DISTRICT DIRECTOR

Kevin Christofaro
Frank Leja
Kevin Maynard
Greg Kelly
Zack Sweet
Ben Egan

MASSACHUSETTS

PRESIDENT
VICE PRESIDENT
SECRETARY
HONORARY PRESIDENT
DISTRICT DIRECTOR
DISTRICT DIRECTOR
DISTRICT DIRECTOR

Peter Hulbert
Alex Socinski
Bryan Kienke
Vacant
Chris Carpenter
Jo-Anna Krupa
Jeff Martin

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VICE PRESIDENT
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DIRECTOR
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Eric Higgins
Jay Durfee
Eric Aguiar
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2-YEAR DIRECTOR
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