



A proposal to create An Integrated Golf
Association to Serve All of Golf in
Northern Nevada

Contents

Background to Proposal 2

Proposal Overview 3, 4

Association Transition Committee 5

Financial Structure 6

Governance 7

Standing Committees 8, 9

Professional Staff 10

Core Services/Programs 11

Branding, Marketing, and Communications 12, 13

Fundraising 14

Implementation Timeline 15

Background to Proposal

The Northern Nevada Golf Association and the Northern Nevada Women's Golf Association were formed in 1972 and 1967 respectively as two distinct and separate associations with very similar missions. The founding purpose of both associations was to conduct amateur golf competitions recognized as the "official" championships for Northern Nevada. Today, the NNGA and NNWGA continue to conduct championships but both depend primarily on membership revenue from roughly 6800 golfers in Northern Nevada to fund much broader missions.

In October of 2016, after several years of research and input from independent consultants, the United States Golf Association (USGA) issued a Request for Response (RFR) to 99 State and Regional Golf Associations (SRGAs) as the first step to streamline and enhance the relationship between the USGA and SRGAs. The purpose of the RFR was explained as follows:

A few years ago, we set out to assess our working relationships with SRGAs, with the goal of identifying ways to bolster SRGAs during a down turn in the golf economy. After a lengthy evaluation, we determined that the USGA, SRGAs, golf facilities and golfers are part of an interwoven eco-system that can benefit greatly from systemic change. This RFR process is one element of that change. The objective is to streamline our working relationships with SRGAs to more successfully serve golfers and the facilities at which they play. The RFR is a selection process through which we seek to identify those associations that are both willing and able to join the USGA in pursuit of our vision to:

- *Grow engagement among golfers at all skill levels, all types of clubs, and across all demographics;*
- *Deliver proven solutions to golf facilities that will contribute to their long-term environmental and economic sustainability;*
- *Increase the adoption and usage of the Handicap System as a foundational aspect of the game;*
- *Foster innovation through access to insights and analytics that enable stakeholders to develop meaningful products and services for golfers;*
- *and Create global connections that will standardize and integrate golfer experiences around the world.*

The Northern Nevada Golf Association received invitations to reply to the RFR and Northern Nevada Golf replied prior to the October 28, 2016 deadline.

USGA letter to NNGA opening lines.

February 10, 2017
Steve Rydel
Northern Nevada Golf Association
P.O. Box 5607 Reno, NV 89513

Dear Steve:

Thank you for your patience as we have continued to evaluate submissions as part of the Request for Response (RFR) process, to ultimately select Allied Golf Associations (AGAs), with whom the USGA will partner on a regional basis to serve golfers, clubs and golf facilities in the future.

Today, we are pleased to inform you that your association (either singularly or in collaboration with other associations, as reflected in your RFR submission) has been selected to move forward to the next stage in the process, subject to clarifying the geographic boundaries that will define your AGA territory.

Proposal Overview

This proposal articulates a vision that honors the legacy of both the NNWGA and the NNGA, enhances programs and services for all golfers, and creates an organizational structure designed to serve all golfers in Northern Nevada. Together we will define the future of golf in Northern Nevada, by aligning with the USGA's vision to grow engagement among golfers at all skill levels, all types of clubs, and across all demographics.

In the USGA's letter dated, February 10, 2017, the NNGA was directed to move forward with discussions to develop a solution that provides services in Northern Nevada for all amateur golfers. This proposal is intended to serve as a thorough outline of a recommended structure, and how and when it would be implemented. The desired outcomes of this new structure are:

- An integrated golf association serving all amateur golfers in Northern Nevada.
- A board of directors made up of men and women representing public, private and resort courses throughout Northern Nevada.
- Professional staff with a single executive director modeled after the USGA.
- A committee structure made up of men and women committee members with the skills and passion to serve the association in core areas.
- A regional association that offers a comprehensive set of programs and services to serve all golfers in Northern Nevada.
- A membership of over 6800 combined men and women members belonging to a single association with the mission of serving the best interest and true spirit of golf in Northern Nevada.
- An efficient business structure that will elevate the level of services provided to member facilities, clubs and individuals.
- An organization that celebrates the great history of golf in Northern Nevada and preserve that history for future generations.

To achieve those desired outcomes the following is proposed:

- Governance – Initially, the creation of a single executive board of directors made up of all current NNGA executive board members and 3 newly elected at large directors, open to both men and women.
- Standing Committees – Comprised of current NNGA and NNWGA volunteers with room to take on new passionate and talented volunteers. Proposed Standing Committees include: Tournaments (including Championships), Rules of Golf, Course Ratings, Scholarships and Fundraising, Handicap, Marketing and Communications, Membership Development, Player Development.
- Association Staff – Proposed staff of 3 to serve combined membership of 6800 golfers.
- Core Services/Programs – Programs and services that focus on the current NNWGA and NNGA initiatives in the areas of Membership, Championships, USGA Partnership, Collaboration and Community Programs.
- Marketing and Communications – Integrated marketing, communications and public relations initiatives that leverage the full 6800-plus NNWGA-NNGA membership.

- Branding – An Association that maximizes brand equity in a manner that reflects the inclusive spirit of the Association while honoring the legacy of both associations.
- Association Transition Committee – The creation of an eight-member committee (3 NNWGA, 3 NNGA, plus the two current executive directors) who will be tasked with executing the terms of this proposal. The current NNGA and NNWGA executive directors will co-chair the committee.

Association Transition Committee

The Association Transition Committee will consist of a total of eight members (3 appointed by the current NNWGA board, 3 appointed by the current NNGA board, plus the two current executive directors). The current NNGA and NNWGA executive directors will co-chair the committee. The committee will be tasked with making recommendations to the Association Executive Committee and board as it relates to implementing the steps outlined in this proposal including the following:

- Preservation of NNWGA and NNGA history.
- Working with association staff and legal counsel to recommend appropriate legal structure/implementation.
- Evaluating the need for specific committees to serve women members.
- Evaluation of the 2018 staff plan and recommendations for 2019-2020.
- Evaluation of diversity opportunities and how they relate to all activities of the association; including but not limited to board of directors, officers, executive committee, committees and association staff.
- Preservation of the NNWGA website content on the Association website, with the intent of ensuring that women-specific content is readily available.
- Develop the initial 2018 budget for the Association.
- Working with the Association's Marketing and Communications Committee to develop a plan that maximizes brand equity.

It is anticipated that the committee will remain in place through the 2018 calendar year at which time the need for the committee will be reevaluated by the board of directors.

Financial Structure

The Association's finances will consist of the current combined assets of the NNGA and NNWGA and will be consolidated into a single Association under the legal entity and structure of the Northern Nevada Golf Association.

While it is premature to speculate on the forecasted revenues and expenses in 2018 for a combined Association, financial planning will be a top priority for the Association and will be an integrated process with input from the Association's Transition Committee and ultimate approval from the Association's Executive Committee and Board of Directors.

Governance

The Association will be governed by a single board of directors who will oversee all aspects of association business activities and who will provide fiduciary oversight to the organization.

Board of Directors: (proposed) The Association will be governed by a single board of directors. The executive board will consist of all current NNGA executive board members (4) and NNWGA representatives (3) for a total of seven (3 women and 4 men). The 7 NNGA board members terms will be staggered two-year terms to align with the new NNGA term structure, with the objective of continuing a vibrant board with both men and women members dedicated to advancing the game of golf for all golfers in Northern Nevada.

Officers: (proposed) looking ahead to 2019, Officers of the Association will consist of the following: President; Vice-President; Treasurer; Secretary; Past-President and 2 At Large. The Association will not adopt a formal “chair structure” to maintain flexibility when determining the best candidate to serve as president as well as other officer roles. The current NNGA officers will continue to assume these positions within the Association.

Executive Committee: (proposed) the initial executive committee will include current NNGA officers and the current NNWGA representatives. The Nominating Committee will bring a proposal forward during 2018 on how the nomination and voting process will be conducted for election of officers for 2019.

Nominating Committee (proposed format) The Nominating Committee shall be appointed by the President and shall consist of four members of the board of directors, none of whom shall be completing a term on the Board at the next Annual Meeting. Any number of candidates may be nominated by the Committee and each candidate shall have been contacted prior to nomination and shall have agreed to serve on the Board, if elected. The Nominating Committee shall also nominate one or more candidates for each office of the Association. Each candidate nominated for any office shall have been contacted by the Committee and shall have agreed, if elected, to serve in office. The list of nominees shall be presented in writing to the Board not less than fifteen calendar days prior to the Annual Meeting of the board of directors. Nominations from the floor shall be acceptable, provided the nominee agrees to serve, if elected.

Initial Annual Meeting of the Board of Directors (proposed) the initial Annual Meeting of the Association shall be in April 2018, for the purpose of electing those members of the board of directors whose terms are up for renewal as well as officers and conducting such other business as may properly come before it.

Standing Committees (Proposed)

The Standing Committees will work in partnership with Association staff to manage the activities and programs in the following eight (8) areas:

Championships: The Championships Committee shall be responsible for selecting and scheduling future sites for men's and women's Association championships. The Committee shall oversee all aspects of Association championships. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association. *Note: The Association's Tournament Committee will appoint a men's and women's subcommittee to address the unique aspects of men's and women's events.*

Course Rating: The Course Rating Committee shall be responsible for measuring and rating Association member courses in accordance with the USGA Course Rating System for both men and women golfers, to include evaluation of obstacles and corrections to measured distances. The Committee will perform calculations to establish USGA Course Ratings and Slope Ratings, and set up and maintain records at the Association office. The course ratings will be sent to the member club and to the USGA. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association.

Scholarships and Fundraising: The Scholarships and Fundraising Committee shall be responsible for overseeing all fundraising activity of the Association to meet the programming needs of the Association, including awarding of scholarships. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association.

Handicap: The Handicap Committee shall be responsible for overseeing the Association's computerized handicap system throughout the state, including reviewing and acting upon problems and complaints concerning the system and/or individuals within the system and assuring the compliance of Association handicaps with the USGA Handicap System. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association.

Marketing and Communications: The Marketing and Communications Committee shall be responsible for promoting the Association and its programs, tournaments, and services by working with the media representatives, government officials, golf leadership organizations, Chambers of Commerce, Association member club officers and staff, and other Association volunteers. The Committee oversees the Association's sponsorship and advertising program and works closely with the Membership Committee on all promotional initiatives for the Association with the primary goal of increasing membership in the Association. The Committee will develop and maintain the Association's "brand" and clearly communicate the mission of the Association. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association.

Membership Development: The Membership Development Committee shall be responsible for overseeing all Association initiatives to serve, support and grow individual members within the Association including programs that focus on women golfers who represent one of the fastest

growing segments in the golf industry. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association.

Player Development: The Player Development Committee shall be responsible for the oversight and creation of all Association growth of the game initiatives including women's golf experience events. The Player Development Committee should work closely with the Sierra Nevada Chapter of the PGA on initiatives to introduce all golfers to the game and creating the best possible access to the game to those with limited resources. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association.

Rules: The Rules Committee shall be responsible for conducting Rules of Golf educational seminars for individual members and member clubs, conducting the two-day Rules Seminar, facilitating the annual Rules Advisory Group meetings and, in general, working in partnership with the USGA to oversee the Association's role as the authority on the Rules of Golf in Nevada. The Chair of this committee shall be a member of the board of directors, and the members of this committee shall be selected from among the individual members of the Association.

Staff

Steve Rydel will continue to serve as the Association executive director under the oversight and direction of the Association board of directors and will report to the Association president. It is anticipated that the initial Association staff will consist of the following:

Executive Director (ED) – Existing Position: The Executive Director serves as the Chief Executive Officer of the Association. The Executive Director is responsible for overseeing all association business activities, hiring and evaluation of association professional staff and serving as the liaison between the Association staff and the board of directors. The Executive Director reports to the President of the Association’s Board of Directors.

Managing Director of Integration (MDI) – New position: The current Executive Director of NNWGA will be assigned to this position. The director of integration will assist with the merger of the two associations and will report to the ED. Duties will include but not limited to information dissemination to various ladies groups in the association. Serve as liaison to the NNGA board helping to present solutions for situations that may arise concerning women’s groups. Represent the NNGA’s objective to do what’s right to serve women’s golf.

PROPOSED FUTURE POSITIONS – The positions identified below will be evaluated and will be incorporated into the organizational structure beginning in January of 2018.

Director of Competitions (DC) – Proposed Future Position: The DRC manages the day-to-day operations of the Association tournament program including all association championships, qualifiers and USGA qualifiers and serves as a liaison to the USGA in this capacity. Member outings may be included in this description. The DC reports to the ED.

Director, Women’s Competitions and Programs (DWC) – Proposed Future Position: The DWC manages the day-to-day operations of all Association women’s championship and USGA Women’s Championship qualifiers. The DWC works closely with the DC and serves as additional support in the Association’s liaison role with the USGA. Member outings may be included in this description. The DWC reports to the MDI.

Director of Rules and Handicapping (DRH) - Proposed Future Position: The DRH will oversee setup and scheduling of Rules of Golf and handicapping seminars. The DRH will report to the DC, DWC and the ED.

Core Services/Programs

The Association's core services and programs are composed of four fundamental pillars designed to serve all golfers in Northern Nevada.

1. **Membership-** the Association is a membership-driven association organized to promote benefits and opportunities for its 6800 members.
 - Women's Annual Meeting- An opportunity for women's leagues and clubs to come to together and share ideas, learn about handicapping, Rules of Golf and support women's golf in Northern Nevada as well as serve as a forum for recognizing outstanding volunteer service.
 - Member Benefits- Discounts and benefits associated with membership-- We are more than a handicap!
 - Member Play Days/Outings- Fun, non-competitive environment in which to meet other golfers and try out new courses in Northern Nevada and the surrounding areas at a discounted rate.
 - Holes-in-One- Post member holes-in-one on website and sends certificates.
2. **Championships-** The Association conducts state championship for golfers of all ages.
 - Player Points Lists- The Association will maintain playing performance points list to identify the top male players and if needed top female players.
 - Player Recognition Awards- The Association will annually recognize the outstanding men and women players.
3. **USGA Partnership-** The Association runs USGA qualifying for Men, Women, Junior Boys and Junior Girls. In addition to running USGA qualifying events, the Association administers handicaps for Northern Nevada. All NNGA handicap registrants are members of the Association and support its other programming. The Association also rates golf courses to comply with the USGA.
 - USGA Qualifiers: U.S. Open Local, U.S. Boy's Junior Amateur, U.S. Amateur, U.S. Senior Amateur, U.S. Mid-Amateur, U.S. Amateur Four-Ball (Men and Women).
 - Course Rating- Association staff members and volunteers rate member facilities using the USGA Rating System.
 - Handicapping- A significant part of the Association's core services to membership is a USGA handicap. The Association oversees the GHIN Handicapping system for Northern Nevada by providing support to members and facilities.
4. **Collaboration-** The Association supports and seeks out opportunities for collaboration and strategic alignment with its partner organizations including:
 - Northern Nevada Jr Golf – An association that runs local and state championships for junior boys and girls. Offers player pathways for the next generation.
 - Help with Boy's and Girl's state and regional high school championships.

- Sierra Nevada Chapter of the PGA- Working with the PGA to help member facilities and support the efforts of Northern Nevada Golf junior programs.
- The Association will strengthen their collaborative relationships with the following partner golf associations in Northern Nevada:
 - Golf Course Superintendents Association.
 - Nor Call Section of the Professional Golfer’s Association.
 - Sierra Nevada Chapter of the Professional Golfer’s Association.

Branding, Marketing and Communications

BRANDING

The NNWGA and NNGA have significant brand equity resulting from a half century of service to golf in Nevada. Beginning in 2018, the Association will leverage this brand equity in a manner that reflects the inclusive spirit of the Association while honoring the legacy of both associations. At the appropriate time in the future, the Association will transition to one set of uniform marks that will identify the Association, the Association’s championships and the Association’s programs.

MARKETING

The coming together of the NNGA and NNWGA will create a powerful membership organization representing the entire golfer community of 6800 individuals belonging to public, private and resort clubs. This integrated membership will add significant value to potential sponsors, advertisers and corporate partners.

The current case for support is built on the following points:

MISSION: The mission of the Association is to represent, promote, and serve the best interests of golf in Northern Nevada.

VALUES: Through the game and Association programs we teach the principles of competition, ethics and etiquette -- hallmarks of today’s most effective business and community leaders.

VISION: The Association will be the standard bearer for: Championship Golf; Alignment with USGA Programs; Innovative and impactful youth programming through support of local youth programs; Collaboration to advance and improve golf.

MARKETING GOALS

The Association will continue to set annual marketing & communication goals based on meeting year-to-year strategic objectives and audiences. (New and will take time)

GOALS	METRIC	AUDIENCE	MESSAGE PRIORITIES
Grow Membership	# of Members	Non-Members Active Golfers w/No Home Course	
Add Value to Members Benefits	# of Logins	Current/Lapsed Member	
Full Tourney Fields	# of Players	Elite & Mid-Level Players	Competition/State Champions

Volunteers	# of Volunteers	Active golfers / Retirees Corporate Partners	
Program Contributions	# of Donations	Current & potential Individual & Foundation donors	
Sponsors/Advertisers	# of Sponsors/\$	State/National Companies/Clubs	Add Value to Members

COMMUNICATION ACTIVITIES

A broad mix of tactical strategies will be advanced to reach the Association’s target customers and measure our annual impact.

TACTICS	OUTPUTS	INTENDED AUDIENCE	OUTCOMES
DIGITAL MARKETING			
E-Revision	24 Newsletters	Association Members	38,000 Emails Sent 85% Open Rate
MEMBER RENEWAL			
Email Campaign	3 Emails	Lapsed Members	
SOCIAL MEDIA			
Facebook	Posts of Articles	Members/Non-Members	
Twitter	Posts of Articles	Members/Non-Members	
Instagram	Seasonal Photos of Golf	Members/Non-Members	Golf Season Posts

Fundraising

Golf raises more money for charity than all other sports combined. On a national level, the game generates \$3.9 billion for philanthropic causes, almost all of which are unrelated to the golf industry. Integrating the NNWGA and NNGA will create a powerful platform to maximize charitable contributions to local youth programs.

NNWGA member clubs have a strong track record of supporting charity. The Association will continue to support these initiatives.

FUNDRAISING EVENTS & ACTIVITIES FOR 2018 - 2020

2020 Boys Junior America's Cup – summer, 2020

Northern Nevada will play host to the Boy Junior America's Cup at Genoa Lakes GC. This event comes to Northern Nevada once every 17 years and provides an opportunity for Northern Nevada to welcome many of the top junior players in the Western half of the U.S. The collective efforts of the Association will present greater opportunity for broad fundraising support. Note: Thanks to Lakeridge Men's club, Northern Nevada Senior Two Man in Elko, Birdies for Charity, NNGA and various other smaller donations, NNJGA now has \$40,000 towards the BJAC funding. They will still need more, as the costs rise every year. NNJGA hosted the Girls Jr in 2011 and were successful.

Member Club Fundraising Support - Ongoing

Initiatives such as the "Birdies for Charity" generate tremendous awareness and financial benefit that showcase the power of the game of golf as a fundraising vehicle. The Association will provide support for member clubs that conduct these types of fundraising activities to benefit their local charities and communities.

Implementation Timeline

Step	Date/Time Period
NNGA and NNWGA transition team meet to Discuss Proposal	5/18/2017 6/29/2017
Proposal Response from NNWGA to NNGA	8/1/2017
NNGA Board Approval of Final Agreement	10/15/2017
NNWGA Boards Ratify Final Agreement	10/13/2017
Association Transition Committee Formed	Done
Determine Officers and Board for 2018 Association	10/15/2017
First Annual Meeting of Integrated Board	April Date TBA