



Questions & Answers on Integration with the Colorado Golf Association July 1, 2017

After celebrating our respective 100-year anniversaries, and to comply with a USGA directive to streamline the state association structure across the country, the Colorado Golf Association and Colorado Women's Golf Association Boards of Directors have voted to join forces to form one, strong, state association that serves everyone. The combined association will be known as the Colorado Golf Association.

The next steps are to form a **transition committee** with members appointed by both the CWGA and CGA to manage the integration, and to call a **meeting (by proxy / phone / internet) for club presidents / representatives** to affirm the CWGA Board resolution. Club presidents will be notified by email by mid-July of the date and logistics of this meeting.

If you have any questions that are not answered by this Q&A, please feel free to email us at cwga@coloradowomensgolf.org. We would be happy to hear your comments and answer your questions.

1. Why are the CWGA and the CGA integrating into one golf association?

The idea of joining forces with the CGA is not new. Both associations recently celebrated their centennials. Both associations believe the opportunity to grow and expand golf in Colorado for the next 100 years lies through developing one, strong, state association that serves both men and women, with the resources to expand its programs in collaborative and innovative ways. The formation of an integrated association accomplishes the long-term goals of the CWGA, the CGA and the USGA Membership Engagement. We are excited about the opportunities that this brings.

2. What is the USGA Member Engagement initiative?

The USGA would like to streamline the working relationships with state golf associations to more successfully serve golfers and the facilities in which they play. To do so, the USGA sought to reduce the number of golf associations it licenses to administer USGA Handicaps, run Championship qualifiers and perform course rating as well as other programs. These associations would be identified through evaluating their ability to join them in their pursuit of their 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 products and services for golfers; and
- Create global connections that will standardize and integrate golfer experiences around the world.

3. How is the USGA going to identify these golf associations?

Last fall, the USGA asked each of the more than 90 golf associations to submit a proposal outlining their abilities to meet the points described above. Both the CWGA and CGA submitted individual proposals to serve Colorado, but since neither of us serve both men and women, neither association was selected. At that point, we were both charged by the USGA with forming a collaboration such that all the criteria would be met.

4. Why does the USGA want to consolidate the golf associations?

The Member Engagement initiative requires that future golf associations serve amateur golf, which includes men and women as well as juniors, and both private and public clubs. By eliminating overlapping services, the USGA seeks to better serve golfers, golf facilities and the game, as well as better use the industry's resources.

5. What is our relationship today with the USGA?

The CWGA is licensed by the USGA to issue and administer handicaps through its nearly 250 member clubs. The CGA has the same relationship. This is the primary source of our revenue.

6. Why is a USGA relationship important to the CWGA and its members?

Without an official affiliation with the USGA, we will not be authorized to issue USGA handicaps through our member clubs. Without that revenue, the CWGA will not be feasible as a golf association and stay true to our mission.

7. Is the USGA requiring the CWGA to merge with the CGA?

No. The USGA is not requiring any association to merge with another. There are a number of business models and collaboration agreements that can be constructed that meet the USGA requirements.

8. What options did the CWGA consider?

Over the past year, we have had numerous meetings with the CGA to identify and evaluate options, including creating an umbrella organization that would leave both the CWGA and CGA as is. Both Boards of Directors ultimately felt that having a singular brand and organization would be the strongest and most effective way to support and grow golf in Colorado.

The CWGA Board also evaluated the option of opting out of the USGA family – that is, continuing to operate without a license or revenue from handicap administration. The Board felt that we would not be true to our mission to “promote golf in the state of Colorado and preserve the integrity of the game.” Without the revenue from handicapping, it would not be feasible to serve our clubs or women golfers as we do today.

9. Did the CWGA consider obtaining handicaps for clubs and golfers from the CGA while maintaining its independence as an association? Like an “outsourcing” or “subcontracting” arrangement?

Yes, however the CWGA Board determined that it was not beneficial or financially feasible to operate as a tournament-only association. We would not be true to our history and mission, and we would not be able to support the growth of the game and expand opportunities for women.

10. Why does the Board support an integration with the CGA? What are the benefits to the CWGA and women’s golf in creating one association?

The CWGA will have access to more resources to grow programs for women, raise funds and secure sponsors. In addition, there are a number of areas in which collaboration makes sense, such as in course rating, rules officiating development and education.

Over the past few years, we have collaborated with the CGA, we meet regularly, and keep each other up to date on our activities. We work together on many boards, including the Colorado Golf Hall of Fame, the Colorado Open Foundation and the Junior Golf Alliance of Colorado.

Additional benefits include:

- The CGA brand and identity already has a very strong presence with golfers, golf courses, the media and Colorado golf professionals. The CGA yardage plaques are on many tee boxes across the state.
- This is an opportunity, from an organizational perspective, to adapt the best practices that have been developed by both organizations (boards, staff, member clubs).
- The combined association will have a board of directors made up of men and women representing all factions of golf in Colorado.
- The combined association will ultimately represent 60,000 golfers and 500 clubs. Today, the CWGA has 17,000 golfers in 240 member clubs.

11. What other benefits will there be?

The CGA owns CommonGround Golf Course and beginning in 2018, CWGA members can enjoy playing there at a reduced membership rate. In addition, there will be more volunteer opportunities available to CWGA members as the CGA runs the Solich Caddie & Leadership Academy and the Hale Irwin Elite Player Program.

The CGA also has a “member zone” that offers various discounts to members on travel, golf, merchandise and business services.

12. What are the benefits to the CGA of integrating with the CWGA?

The CWGA has a strong focus on membership programs and communication. The CWGA brings its expertise of running golf clinics (Golf Experiences) for new and returning golfers, offering competitions to higher handicap golfers, and its strong community of member clubs to the integrated association. All this can be used to develop similar programs for men.

13. Does the CGA have women members now?

No. The integrated association will have 17,000 women and 43,000 men.

14. Will our dues and GHIN fees increase?

We do not anticipate raising club dues (which are currently \$75 for both CWGA and CGA clubs) in the near future. GHIN fees (currently \$35 for both) typically go up every 5 years based on normal increases in our operating expenses. The fees will not go up as a result of this integration.

15. What is happening in other states?

Each state association has evaluated their options, much in the same way that we did with the CGA. In many states, the men's and women's associations combined to create one, larger association serving both men and women.

16. What will the name of the integrated association be?

The integrated association will be called Colorado Golf Association.

17. Who will run it?

Ed Mate, the current CGA Executive Director will remain in that position. Laura Robinson, the current CWGA Executive Director will be Managing Director of the integration, overseeing the transition to one association and the continuity of women's golf.

Ed joined the CGA in 1985 and became Executive Director in 2000. His experience and collaborative spirit make him the right kind of leader to unite the CGA and CWGA while respecting and preserving the history of both associations.

Juliet Miner, CWGA President will be co-president of the integrated association along with Joe McCleary, President of the CGA also through 2018.

18. Will the CGA Board of Directors include CWGA board members?

Yes, current CWGA board members will remain on a combined board through 2018. Juliet Miner, CWGA President will be co-president of the integrated association along with Joe McCleary, President of the CGA also through 2018. The CWGA has 13 board members; the CGA has 30. Natural attrition will reduce the number of board members to 30 by the year 2021.

19. Will the CWGA be represented on the Executive Committee?

Yes. The CWGA will have four seats on the Executive Committee.

20. What will happen to the rest of the CWGA staff?

All the CWGA staff will have positions in the integrated association. We currently have four full-time staff members and one part-time staff member.

21. When will this integration take place?

The integration will take effect January 1, 2018.

A Transition Committee comprised of three members appointed each by the CWGA and CGA will be formed, tasked with planning, evaluating and making recommendations on how best to implement the integration. Both Ed Mate and Laura Robinson will also serve on this committee.

22. What specifically will the Transition Committee be focused on?

The Transition Committee will focus on the following:

- Developing messaging around the integration
- Evaluating ways to preserve the CWGA and CGA history, legacies and missions
- Developing a 2018 staff plan and comprehensive budget
- Identifying best practices from both the CWGA and CGA and implementing them in the integrated association
- Ensuring that diversity and inclusion is represented in all activities of the CGA including board of directors, staff, programs and committees
- Evaluating the board committee structure
- Developing a branding strategy, including logo and a new web site

The Transition Committee will meet regularly and will operate for at least two years.

23. What will happen to the CWGA brand?

Although the CWGA name and logo will not continue in the long term, our rich heritage and mission will remain through the continuation of programs and events for women. Both the CWGA and CGA have significant brand equity resulting from over 100 years of service to golf in Colorado. Beginning in 2018, the CGA will seek to leverage this brand equity in a manner that reflects the inclusive spirit of the integrated association, while honoring the legacy of both associations. Based on recommendations from the Transition Committee, at an appropriate time in the future, the CGA will transition to one uniform brand and logo.

24. Will all the events and tournaments that the CWGA runs today continue in the future?

Yes. We will also look to create some co-ed tournaments as we had in the past, such as a mixed Stableford. Our CWGA Golf Experiences are very successful and now we will have more resources to expand them.

25. Will there be Annual Meetings?

Yes. We have no plans to eliminate these events.

26. Will all the “recognition” programs continue – such as Volunteer of the Year, Club of the Year and Player of the Year?

Yes. The CWGA is a strong community of volunteers, clubs and members and these recognition programs are an important part of celebrating that community. The CGA also recognizes male Players of the Year.

27. What about all the volunteer committees that are such an important part of women’s golf?

These committees are an integral part of running events and tournaments. The CGA has similar committees to run tournaments for men. The Transition Committee will evaluate the current committee structure, elicit feedback from volunteers on all committees and recommend a committee structure that supports all the programs.

28. Will we keep our current GHIN numbers?

Yes.

29. How will this affect our club? Will CWGA clubs continue as is?

You may have a new club number, but all the services you enjoy today, including access to rules seminars, handicap training, rules and handicap support, the Annual Meeting, and email newsletters will continue.