

Subject: Meeting Summary – Board of Governors, San Diego November 25, 2017

D11 Attendees: Steve Moese, Judy Auer, AJ Stephani.

All BOG meeting documents were placed on <http://www.acbl.org/bog-meeting-docs> Since this page is not yet permanent, you can see the same materials on our D11 website at http://www.district11bridge.com/ACBL_board_reports.html

Jay Whipple was elected President of the Board of Directors for 2018. Jay (District 9 Florida) is behind many innovations we all enjoy – common game, fast results, fast results electronic tournament bulletins, and plan your campaign. He is also in the forefront of electronic bridge tournaments for ACBL pigmented Masterpoints®. We welcome Jay’s leadership and encourage his innovative approach to our game.

CEO Report:

Focused on culture change at HQ:

- 1) Increase transparency (he has);
- 2) Challenge accepted wisdom (he has);
- 3) Find and build consensus (he does).

Objective of encouraging innovation:

- ♣Grow membership.
- ♣Fix technology.
- ♣Encourage fresh thinking.

Monthly staff goals encourage completing dozens of small projects on time.

Technology moving toward API Economy model – a loosely coupled system where ACBL maintains firm data standards and users are encouraged to use any game management software from a list of proven or certified software offerings. This way the ACBL gets out of the programming business.

New Big Ideas:

- ♣ Youth (ages 8 to 16) bridge.
- ♣Club support, integration.
- ♣Volunteer training & management.
- ♣Ways to reward pleasant play.
- ♣Simplification of our discipline system.
- ♣Role of Units in our strategy.
- ♣How best to integrate TAs.
 - ♣How to reward Patrons.
- ♣Access/support for disabled players.

He laid out the expectations he has of the Board of Directors and of the upcoming progress for the next three Board Meetings. See: <http://www.district11bridge.com/San-Diego-CEO-Report-2017-11-22.pdf>

Technology Report: <http://www.district11bridge.com/San-Diego-Technology-Update-2017-11-20.pdf>

(Not discussed in the meeting). I thought it important to preview this topic so you can see what is coming and when it is coming. First are the scope details, followed by a three year milestone overview. By 2020 clubs and tournaments will be managing their games, members and finances differently.

Time to Take More Radical Steps (Technology)

- ◆Existing system was “highly coupled”:

- ♣ Most software written in house or heavily modified.
- ♣ We control everything.
- ♦ New system will be “loosely coupled”:
- ♣ Data divided into multiple “repositories.”
- ♣ Access to data via well-described application program interfaces (APIs).
- ♣ Rely on outside programs as much as possible. Certify instead of develop.

Loosely-Coupled Allows ACBL to Integrate Outside Tools

- ♥ Team game management tools from:

- ♣ Greg Coles.
- ♣ Ping Hu.
- ♣ Nicolas Hammond.

- ♥ Hardware products:

- ♣ Bridgemates.
- ♣ Bridgepads.
- ♣ Bridge + More.

Any tool or technology that works with our APIs can be tested, certified, and integrated.

Benefits of New Game Processing Approach

- ♥ Any type of game management program can contribute results files.
 - ♣ EBU/JSS creates USEBIO 1.2 (can be converted to USEBIO 1.3).
 - ♣ Magic Contest creates PBN (can be converted to USEBIO 1.3).
 - ♣ Bridgescore+ creates ACBL score game file (can be converted to USEBIO 1.3).
- ♥ Could accept files from anywhere: e.g. WBF or ABA games.
- ♥ Validator makes sure the results we store have been correctly recorded:
 - ♣ Checks member numbers and strats.
 - ♣ Makes sure game was properly sanctioned.
 - ♣ Makes sure that the hands played were those assigned to the event.
- ♥ Rejected game results go back immediately to the director.
- ♥ Any accepted result can be viewed via ACBL Live, etc.
- ♥ Each game program gets certified for various types of games:
 - ♣ Most programs will handle club-level Mitchell and Howell movements.
 - ♣ Some programs will handle more complex games and offer new features.
 - ♣ ACBL will allow use of any program for any use that has been tested and certified.
- ♥ New programs and solutions can be included easily.

New Masterpoint Processing Approach

- ♣ Masterpoint calculations are done by combining game results with a repository of Masterpoint rules.
 - ♦ Easy to add or change a rule at any time.
 - ♦ Other organizations (e.g., ABA or WBF) could add rules and use our engine for their games.
 - ♦ Engine will be “exposed” to the web—players and TDs can predict the MPs for any game.
- ♣ Validating and Masterpoint calculating APIs will be made available to partners.

New Member and Financial Approach

- ♣ Financial reports can be run at any time instead of monthly.
- ♣ Member information is updated immediately. Both tournament and club activity is stored and available.
- ♣ Hand play is stored and available.

- ◆ Special issues (e.g., Blue Ribbon qualification) are processed when needed using the original Results.

Strategy for Deployment--2018

- ◆ Put as many results files into repository as possible.
- ◆ Start certifying game software tools.
- ◆ Start converting tournament games to other game programs.
- ◆ Move all member data to CRM.
- ◆ Complete Masterpoint engine rules set and use it for Masterpoint calculations.
- ◆ Publish APIs. Tighten rules for their use.
- ◆ Stop using AS400.
- ◆ Enable and encourage clubs to convert from ACBL score to new game programs:
 - ◆ New programs are easier to learn and use. Will run on modern hardware.
 - ◆ Clubs that use new programs can feed results to display and marketing tools.
 - ◆ Integrate financial reporting: if a club reports all games with new software, no need for a month-end report.
 - ◆ Offer support for certified programs.
- ◆ Introduce KO and Swiss team results projection for NABC and most Regionals.
- ◆ Introduce electronic ticket purchase (both on-site and in advance) for NABCs and most Regionals.
- ◆ Upgrade outbound email systems for HQ, Districts, Units, and clubs.
- ◆ Strengthen security. Upgrade credit card handling certification status (PCI).

Strategy for Deployment--2019

- ◆ Continue encouraging clubs to convert off ACBL score to other game programs. Get 50% of clubs off ACBL score.
- ◆ Make sure at least one new game program will support each possible tournament movement.
- ◆ Integrate ABA and WBF Masterpoint rules into rules database.
- ◆ Publish all APIs and support open-source development of new apps.

Strategy for Deployment--2020

- ◆ Encourage clubs to convert off ACBLscore. Start charging for use of ACBL score? >80% converted by end of year.
- ◆ All tournaments run on game programs other than ACBL score.
- ◆ Use open-source-generated code to enhance tournament management.
- ◆ Encourage on-line sites to use ACBL repository technology as part of their systems.

Litigation Report: http://www.district11bridge.com/Litigation-Report_2017_Nov.pdf

Linda Dunn reviewed the status of three lawsuits faced by the ACBL. The ACBL arbitration clause was not upheld in California courts. Please see details in the link.

Treasurer Report: <http://www.district11bridge.com/BOG-Financial-Presentation-2017-11-25.pdf>

Financial Data: <http://www.district11bridge.com/BOG-Meeting-Financials-2017-11-25.pdf>

2017 shows an operating loss of \$178K on an increase of \$116 in total revenue (to \$18.12MM). The loss is driven by unexpected costs from the Toronto NABC – room attrition payment (not meet rooms quotas at hotels due to last minute cancellations) and service fees for the Convention Center.

2018 forecast includes 40K new members (!!!!) and realistic assumptions about declining tournament attendance.

ACBL Privacy Policy Review: <http://www.district11bridge.com/Privacy-Policy-Review-2017-11-16.pdf>

Not discussed in the meeting, but the advent of the ACBL wide Customer Relationship Management technology will tighten how the ACBL manages player Personally Identifiable Information (PII). There is a general admission that Districts and Units are not administering the data with diligence. There is no way for users to opt out of ancillary uses of

their data. There is no way to guarantee the uses today conform to the intended policy. All this should change as the CRM technology comes on line.

BoD Motions: <http://www.district11bridge.com/SanDiegomotions.pdf>

BoG Report on Actions Taken By BoD: <http://www.district11bridge.com/BoG-San-Diego-Excerpts.pdf>

The Board of Directors had a very full schedule and ended deliberations on Friday 11/24 working through Thanksgiving. Here are some of the interesting top-lines:

| Motion | Topic | Result |
|-------------------|---|----------|
| 173-08 | Zone 2 NBOs Funding WBF – BoG Reconsideration | Failed |
| 173-10 | Online Individual tournament MTW before NABC | Carried |
| 173-12 | Stratification for Sectionals and Regionals When 3 flights run, allow 2/2/3 strats. | Carried |
| 173-13 | Unit Championships – clubs holding any sanction for that day may participate at any point in day, but ACBL wide events must run in the designated time. | Carried |
| 173-16 | Drop Ins to Roth Swiss | |
| 173-17 | Uniform electronic device policy NABC and Regionals | Carried |
| 173-19 | Soloway KO for Fall NABC Effective 2019 San Francisco | Carried |
| 173-20 | Revised Convention Cards – deferred to Philadelphia | Deferred |
| 173-24 | Reinstate Pre-2010 LM Req'ts. Pay dues prior to 7/1/18; \$50 penalty fee after 7/1/17. | Carried |
| 173-25 | CoC Mixed events – any M/F count per team but pairs mixed at all times. | Carried |
| 173-30 | Limited and Invitational Games at STaC – more flexibility scheduling for sponsors | Failed |
| 173-33 | MP Multiplier at regional. Eliminate award bias in Swiss when GR swiss not run concurrently | Carried |
| 173-41 | WBF Reps elected proportionately by NBOs | Failed |
| 173-42 | Paperless BoD Meetings | Carried |
| 173-43 | BoD NABC Meeting Schedule | Passed |
| 173-44 amended | NABC Sponsorships – Local Org keeps its funds and ACBL keeps its funds. | Passed |
| 173-35 | BoD Term Limits – limited to 4 starting 2019. Charter change requires additional 2/3 approval & BoG approval in Philadelphia | Passed |
| 173-45 | Temporary memberships. Sponsors: only teachers, clubs or tournaments | Passed |
| 178-29 | NABC Tourney Chairs must not be BoD member | Passed |

Old Business

Steve Moese reported on the progress from the Board of Governors Teacher and Club Owner Committee. The Teacher and Club Manager deliberations since Toronto have provided input on the following themes (as shared with the BoD):

1) **Club Segmentation:** We have provided an activity based set of characteristics to describe the range of offerings and services from Clubs. In addition we proposed 4 segments a priori, depending on the data to clarify their population and verify these boundaries: **Premium Experience** (aka Full Service), **No Frills**, **Social**, **Entrepreneur**. Bahar and Dan plan to include these characteristics in the new customer relationship management system (CRM). We would appreciate any feedback the Board of Directors might offer.

LINK: <http://www.district11bridge.com/BoG/20170917-SegmentationModel.xlsx>

2) **10 Big Ideas:** We provided our discernments and offered modest amendments that would improve several with clubs and teachers in mind. Of these, advertising/promotion, Improve teaching results, and support/integrate social bridge are big ideas. We also like the ability to offer facts on health benefits from a marketing perspective.

LINK: <http://www.district11bridge.com/BoG/20171003-Sense-of-the-Committee-DRAFT.pdf>

3) **Limiting Sanction Encroachment:** Club owners see this need but fair solutions require in-depth discussion at all levels. We need to identify whether price competition makes bridge better if it hurts or closes a full service club. We need to understand the unique needs of smaller clubs and those with social benefits that outweigh the financial reason for being (e.g. low cost clubs at retirement homes). We have sent two separate opinions to Bahar and can forward same to you as you see fit.

LINK: <http://www.district11bridge.com/BoG/20171024-On-limiting-or-controlling-sanctions.pdf>

4) **More Special Games 2018** - We provided specific feedback to the ACBL on the proposal to increase the number of special games in 2018. We understand this topic has been tabled until Philadelphia. Nonetheless we ask that you consider the discernment we provide.

LINK: <http://www.district11bridge.com/BoG/20171016-BoG-TandCO-Inputs-Special-Games-2018.pdf>

5) Focused feedback/guidance on **What Teachers Need:** 1) Clear credentials and standards, clarifying what Master Teacher means in terms of student benefits. 2) Access to all potential new players and advancing players in their area - time searching for new students is time away from teaching and motivating newer players. 3) Curriculum help that enables all teachers whether credentialed or not. We suspect nonaccredited teachers impact a large share of new players. We need to support and engage their efforts. 4) Include social bridge in the teaching toolkit - this means encouraging all clubs to offer supervised games (with or without masterpoints®) so newbies can gain confidence in a supportive environment. Demand for this approach is growing and we need a model that encourages teaching games and masterpoints®. We need to recognize that some people want to play competitively and some only want to play for fun. We need to encourage both. 5) Financial reward for creating a new member who plays for 3 or more years. We need a mechanism that is easy to manage and affordable in today's financial structure.

BoG Reconsideration Motions

R. DiMartino D25 - Motion to reconsider MP award adjustment pending statistics to quantify the MP Change 173-33. 21-25 Failed.

BoG New Actions

Richard Popper, Chair - BoG Meetings – Board decided to hold meetings on Sunday Morning. Savings for BoD members per diems (~\$8K per meeting) by scheduling on Saturday denied. **BoG Meetings will be on Sunday for 2018.**

Ellen Kent D23 proposal to provide limited paper copies one per district. **Failed.** BoG reaffirmed remaining paperless meeting approach.

Steve Moese D11 proposed a Management action – create BoG handout record on line at www.acbl.org spanning 2 years (at least 6 meetings) - **Agreed** by Bahar Gidwani.

Barbara Heller D7 – Motion to create a BoG committee to review all new motions to ensure they are suitable for BoD action. (eliminate form and content issues on important motions). **Passed.**

David Lodge D22 – Per diem for BoD ends at the end of their business and not pay for attendance at BoG meeting. **Failed.**

Request for the BoD to audit BoG Forum on BridgeWinners. **Failed.**

Submitted Respectfully for the D11 Representatives,
Steve Moese, Board of Governors
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