

Board of Governors Report 12 March 2017
Spring 2017 NABC Kansas City, MO

Chair Richard Popper called the meeting to order. New members making a first appearance introduced themselves. The membership approved the minutes from Orlando's meeting.

President's Report (Bob Heller) -

- BoD meeting condensed business into 3 days. Saved ACBL \$20K. In Toronto BoD will meet for 4 days, but will meet during 1st 2 days of the tournament (Wed-Sat) to save money. BoD works for bridge and will skip the 1st NABC event.
- Brought in outside facilitator (pro bono – expenses only) focus on how to bring the board together focus on what the BoD mission is how to work better together and with management. Not supposed to be competing with each other. Important because we are searching for a new CEO.
- CEO Search committee established. See the acbl.org website for membership. 5 board members and 2 members outside board Bob Blanchard and Sylvia Moss.

CEO Report (Robert Hartman)

- See attachment for details.
- Wants to complete a smooth transition with his successor.
- Toronto hotel rooms have been an issue. Intercontinental Hotel attached to Convention Center has only 450-500 rooms (smallest hotel) 4500-5000 Bridge players need accommodations. Royal York and Delta Hotel are options. Delta is expensive.

Legal Counsel Review (Linda Dunn)

- Spencer Case (MA) resolved. ACBL dismissed a year ago. Spencer settled with Marriott. Spencer must file appeal by Monday to continue. If no appeal filed, ACBL is clear of responsibility.
- Blakely (CA) – 2016 sued ACBL Counsel, CEO and others for various causative actions. Motion to compel arbitration heard in State Court. Court would require arbitration be in California. Court asserted ACBL had not given members sufficient notice on arbitration clause for all disputes. Denied ACBL arbitration motion. ACBL lawyers appealed and the Appeals court agreed to hear the appeal of the State Court decision on the motion for arbitration. This means we can expect extremely slow progress.
- Schreiber – (TN) ACBL filed a motion to dismiss. Court dismissed one of 3 counts. Conference with judge to set the mechanics for trying the case for the remaining two counts.
- Q&A – Has ACBL upgraded how it notifies members on arbitration? Yes – no matter what the ACBL does half of the states will reach far to deny arbitration because they don't like it.
- Q&A - Federal Arbitration Act means States cannot preempt arbitration. If notice to members is not an issue, ACBL will prevail
- Q&A – How much is Blakely litigation costing ACBL? Nothing because we have insurance. Counsel for insurance agency is defending the ACBL. Details of what's covered and not covered by insurance - breach of contract is not covered. \$25K set aside for this case. ACBL has control over settlement decisions. Risk of punitive damages very low. Other than the ACBL's deductible, it's the Insurance Company's money that is on the line.

Treasurer's Report (Joe Jones)

- Slight over 500K operating profits.
- \$500K moved from cash to investment portfolio (now just over \$5MM).
- Taking more conservative view on NABC's to a new lower target attendance.
- Expenses: Dealing with cheating is an expensive process. In the coming year, we expect lower expenses on cheating. Also R. Hartman is taking a pay cut during his last 6 months.
- CEO Search allocated \$115K under BoD expenses. Doesn't mean we will spend the money.

BoG Chairman Report (Richard Popper)

- Full minutes of BoD made available for the first time to the BoG, thanks to Kelley and Wendy and the ACBL staff.
- Closed forum on Bridge Winners for BoG members so that we can communicate between meetings. Lina Trent ljtrent1@gmail.com can enroll members. Must have BW membership to use this blog.
- Toronto BoG meeting will use electronic transmission for BoG packet.
- Past practice to allow District Directors to grant proxies for absent BoG members is against ACBL by-laws. In the future, the proxy must be signed by the officeholder – the person actually elected to the position.
- BoG Sub Committee appointed (Steve Moese Chair)
- BoG e-mails published on ACBL website complete.
- Motion to put new cards in all boards before the start of all NABC's. The League is experimenting with the use of plastic cards in pair games. If successful this will save money as replacement each tournament is not necessary.
- Actions by the BoD – all resolutions included in this report (first time).
- BoG Reconsideration: Motion to reschedule the fall NABC meeting somewhere near Horn Lake MS. Failed. BoD felt it was important to be at the NABC and be visible. The cost savings for moving to Horn Lake would be small.
- BoG Reconsideration: Move Honolulu meeting stateside. Defeated
- BoD will start meetings in San Diego on Tuesday. BoG voted to move BoG meeting to Saturday 10 AM in San Diego. Saves about \$10K or one day of costs.
- 171-37: Motion that CEO Search Committee present at least 2 candidates to consider. Defeated.
- 171-07: Subsidy for 3rd and 4th place pairs. Defeated. Costs about \$40K/yr. (BoG Motion for Reconsideration).
- Motion to reconsider: \$25/player NABC Team Event more than 2 sessions long (\$16/player per session). Defeated. Change raises \$65K per year. We could raise that amount by a \$2 per person increase in the per person table fee).
- Hall of Fame Operating Procedures. Many small changes. Major change: Multiple candidates currently allow only top 2 to be elected. Now, a voter majority of the balloters will elect a candidate. Question raised (Unanswered) whether a negative vote could allow someone to be elected.
- 171-13 Board increased regional NABC event R factor from 1.4 to 1.6
- Use of STOP CARD deferred to Toronto. Conventions & Competitions Committee recommended elimination of the STOP card. A. Wildavski suggested using the WBF approach (STOP card bard next player from bidding until retired).
- 171-21 Maximum number of MPs awarded in a standard club game increased from 2.5 to 4 MPs, only for games with more than 25 tables.
- 171-28 Minor Change in how expenses for BoD are approved.

Questions:

- Linda Dunn on Hall Of Fame election procedure – last election had 7 candidates. Each elector got 3 votes. 300 electors. Therefore 151 votes required to be elected. Now, each elector makes a decision on each of the nominees. If a nominee is mentioned on at least 50% of the ballots, then 67% yes gets them elected.

Motions for Reconsideration

- Jonathan Steinberg D2 – Motion to revert to charging 5 and 6 person teams the same as a 4-person team. NABC attendance is down. Clarification: NABC events including teams are growing in attendance in the face of per person team entries. Orlando was weak because locals failed to attend for the I/N and Regional events. More international players in Orlando than any other NABC. D1 and D2 (Canada) showed low attendance. Discussion about other sources of funds to cover the expected loss. Motion passed by a small margin.

Old Business

- Report on BoG Teachers and Club Owners Sub Committee. Improve how well the BoG serves these members. Jeff Bayone, Judy Elbogen, Kamel Fergani, Steve Gaynor, Barbara Heller, Sam Marks, Joyce Penn. Improve communication and transparency so that we improve growth for everyone. The Sub Committee has a web page for open communication. Kevin Lane – Club Owners Task Force and our Sub-Committee are working together. If we are going to grow we are going to have to change. The people who are on the front lines know what changes are needed. Need to have every District and Unit encourage teachers and sanction holders to respond so we have the information we need to make real progress.
- Rich Murrow (sp?)D20 – need for representation for small clubs.
- Jaff Bayone – I've run both a big and a small club in Manhattan. Problems with independent teachers. We are focusing on all those issues.

New Business

- Motion to allow refund to the estate of remaining membership fees. Requires a by-law amendment.
- Steve Moese – Kevin Lane's Task Force: Mgmt, BoG BoD were together at one table. Recommend Management and the BoD pick one or two major strategic initiatives and structure task forces in just this way to ensure the best minds are working collaboratively on the opportunity.
- New Ed Foundation – no current board members are being paid. Likely there will be a paid executive director. R. Hartman – CEO of ACBL has no interaction with the Ed Foundation. 501-c4 and 501-c3 cannot be integrated in any way.

Submitted Respectfully for District 11,
Steve Moese
K082411

lybrent1@gmail.com



7/17

American Contract Bridge League

6575 Windchase Blvd. ♠ Horn Lake MS 38637-1523 ♠ www.acbl.org

**Board of Governors
Sunday, March 12, 2017
Kansas City, MO**

- ✓ I. Call to Order
- ✓ II. Opening Remarks
- ✓ III. Approval of Orlando, FL minutes
- ✓ IV. ACBL President report
- ✓ V. CEO report
- ✓ VI. League Counsel report
- ✓ VII. Treasurer report
- ✓ VIII. Chairman Report
- ✓ IX. Motions for Reconsideration
 - X. Old Business
 - XI. New Business
 - XII. Adjournment

*- Director Proxy
- Needs signed copy / e-mail
for future BoG Meetings*

ACBL MANAGEMENT REPORT

To: ACBL Board of Directors

cc: Richard Popper

From: Robert Hartman, CEO
ACBL

Date: March 2017

Club & Membership Services

Membership

ACBL Membership stands at 168,215 as of January 31, 2017. This reflects an increase of 140 members from the December 2016 total.

Angie Waymire has recently joined the Club and Member Services staff. Her main area of focus is reaching out to lapsed members by telephone. We will provide an update on her progress by the summer report in Toronto.

In January 2016, we had 1,564 members make three-year membership renewal payments. The January 2017 total for three-year payments was 2,152. The increase likely a result of the new membership fee structure that rewards loyalty. A three-year payment provides the greatest savings for Members.

The 2016 club table count is 3,163,754 of which 1,041,604 came from online games. Face to face games reflect a slight decrease of less than one percent. Online tables reflect a decrease of 1.56% because one online club did not hold sanctioned games for six weeks during 2016. Attached is the full report:

[2-2017Club Tbls Report.pdf](#)

The 2016 Special Events games report is available at this link:

[2016 Special Events Report.pdf](#)

Finance

For 2016, the change in net assets from operations was \$520,865, \$419,378 higher than the budget of \$101,487 and \$180,186 lower than the forecasted gain of \$701,051. There were three main contributors to the lower than forecasted results: the Orlando fall NABC table count was 19% below budget, management increased the discretionary year-end 401K contribution, and the revenue from the STaCs held in support of the Gatlinburg relief effort was donated back to the sponsors.

The Orlando fall NABC's table count of 10,592 was 19% below the original estimate of 13,000 and 15% lower than the 12,500 forecasted. Despite the lower table count there was still a positive net income of \$105,094. However, this was \$143,006 lower than budget.

Management's decision to increase the discretionary year-end 401K contribution back from 2% to 3% of participant's compensation added \$63K in expense which is reflected in each department's "Benefits" line. The ACBL donated back \$50,350 to the sponsors of the STaCs supporting the Gatlinburg relief effort. This donation reduced tournament fee income by \$41,450 and club sanction fees by \$8,900.

Overall, expenses were \$521,435 below budget with the notable exception of the \$193,478 overage in Bridge Administration due to the costs of prosecuting cheating cases and increased surveillance activities.

The year-end actuarial review of the Retiree Post-Retirement Insurance Plan reduced the future anticipated liability from \$1,498,910 to \$1,434,192. This \$64,718 difference is a non-operating addition to net assets.

Capital expenditures for 2016 totaled \$385,322, an increase of \$309,977 from the \$75,345 spent in 2015. ACBL's net operating cash increased by \$966,949 in 2016. In February of 2017, \$500K of operating cash was transferred to the investment portfolio bringing up the balance of long-term reserves to \$5MM.

The January financial result have been finalized and shared with the Finance Committee. The change in Net Assets from Operations was \$182,323, \$159,224 better than the \$23,099 budgeted gain.

We presented a budget in Orlando with a profit of \$234,283. We are now proposing a revised budget in Kansas City with an increase in net assets of \$142,340. The reduction is primarily due to changes in NABC estimates.

The field work for the 2016 audit is complete and the report will soon be completed and presented to the Audit Committee in Kansas City. The 2016 audits of the ACBL Charity Foundation and the ACBL Educational Foundation have been completed as well.

Meeting Services

Kansas City

The upgrade of NABC supplies continues. We are very excited to have all new card tables for Kansas City. We are testing plastic cards and plan to have plastic cards with the ACBL logo by Toronto. Cards in 50% of pair and team boards have been replaced and new cards will be available in the team rooms if needed. Vulnerability inserts have been placed in all pair boards. We added additional Velcro signs that provide a large canvas for signage.

Toronto

Reservations are strong and we expect another reservation push after Kansas City.

San Diego

Reservations open on May 15th.

Human Resources

Staffing

Headcount:

- Headquarters: 53 full-time, 2 part-time
- Field, Canada: 3 full-time, 23 part-time
- Field, US: 34 full-time, 102 part-time

New Hires

Dan Storch, our new Director of Marketing, brings over 20 years of marketing experience to ACBL. Most recently, Dan was with Lexmark International, where he managed the Market & Competitive Intelligence team. Previously, Dan worked for Hewlett-Packard and Texas Instruments. Dan's experience includes marketing, product management, and business development. Dan is an enthusiastic bridge player and an ACBL member.

Local Tournament Directors hired:

- Jennifer Breihan, reporting to Charlie MacCracken
- Gary Goetz, reporting to Ken Van Cleve.

Two additional LTDs, reporting to Guy Fauteux are in the final steps of the hiring process.

In January, 5 LTDs were promoted to ATD and 5 ATDs were promoted to TD.

Open Positions

- Director of Field Operations
- Field Supervisor (District 6, District 7, District 16/17)
- National Recorder
- Developer (Full-Stack or Web)

2017 Benefits Enrollment

We changed our medical insurance offering from Aetna to United Healthcare and reduced premium costs by 9%. We offer 2 plans: HRA and PPO and 4 tiers of coverage (employee, employee + spouse/partner, employee + children, employee + family). There are 113 covered lives (54 employees, 59 dependents) in the HRA plan and 18 (11 employees, 7 dependents) in the PPO plan.

We kept Aetna Dental and Vision plans. We enrolled 116 people (56 employees, 60 dependents) in Dental insurance and 129 people (64 employees, 65 dependents) in Vision insurance.

Employees had the option of electing Dependent Care and Flexible Spending Accounts, as well as AFLAC. These plans are fully funded by the employees.

Compliance Training

During 4th quarter 2016, all employees were assigned and completed bi-annual anti-harassment training. Employees completed an on-line anti-harassment training, and were required to read, and agree to comply with, the Workplace Harassment policy and the Youth Protection policy.

2016 Performance Reviews

We are in the final stages of the 2016 performance review process. Employees have completed self-reviews and managers are completing their reviews of direct reports. Performance salary increases will again be based on overall performance ratings.

Information Technology

Personnel

- Hired Joe Irby as a full-time Web Developer
- Hired Ping Hu as a part time Web Developer focused on the Masterpoint Engineer.
- Hired Tony Lin as a part time ACBLscore developer

Software Development

- Significant progress made on our project to replace ACBLscore with a 3rd party scoring engine and an ACBL owned Masterpoint Engine. We are still on track for a May alpha test of a club using a 3rd party scoring product like EBUscore to run a game, submit the file to an engine in the cloud, have masterpoints assigned to the file and to have the results posted in ACBL Live.
- Automated process for deleting club sanctions and sending out notifications of cancellations to Clubs, Units and Districts. This will save over 80 hours and manpower on a yearly basis.
- Submitted proposal to the USEBIO committee for a new USEBIO standard that supports tags required for ACBL purposes. This standard has been verbally accepted by the USEBIO committee and is waiting for permanent approval.
- Putting finishing touches on FinancialTRAX which will replace ACBLscore Tournament Financials. This software is currently undergoing Beta Testing with Tournament Directors and Tournament Sponsors.
- Seeding Program – Rewrote the NABC Seeding program used to seed players in our large tournaments. This program was originally written on the AS/400.
- Upgraded ACBLscore to reflect new membership fees. This version is called 8.18 and will be released on April 1.
- Upgraded web site and “Join/Renew” software to reflect new membership fees.
- Release new Electronic Billing process.
 - Electronic bills are sent to members’ email address prior to sending paper bills.
 - The goal is to encourage renewals prior to having to send costly paper invoices.

Infrastructure

- Upgraded ProPhix and Paperwise servers to latest versions running on Windows 2012 Server.
- Implemented Web based Password Reset tool to allow all employees to reset their passwords without Technology staff intervention.
- Implemented new security software on our Web Servers to protect against BOT attacks after a recent round of attacks impacted our production servers.
- Deployed Microsoft WSUS server to control patch levels for all ACBL servers and workstations. Preparing to roll out an offering to clubs to control the Microsoft patches on their club systems running ACBLscore.
- Upgrade Tournament Director base image to include upgraded MacAfee Virus Protection software to support Windows 10 Anniversary edition and all Microsoft Security patches to date.
 - All 21 NABC laptop have been upgraded to use this image
 - All TD laptops will be upgraded at the Spring NABC to use this image.

Bridge Administration

Tournament Division

2016 Tournaments

Total tournament tables decreased by 2.92% compared to 2015 (12,863 tables) with twenty-four fewer tournaments. Average tables were down by 0.84% (382.3 v. 379.1).

Regional table count is down 5.03% (8690.5 tables) while holding the same number regionals. The average table count per tournament was also down 5.03% (1318.9 v. 1252.6).

Sectional tables were down 3.09% (4460.1 tables) on twenty-three fewer tournaments, with average tables running a 0.58% decrease (154.7 v. 153.8).

STaC Tables showed an increase of 0.23% (287.5 tables) while holding one fewer tournament, with average tables up 1.36% (1378.1 v. 1396.8).

[Final TC 2016.pdf](#)

January 2017 Tournaments

Total tournament tables increased by 3.17% compared to January 2016 (1187.0 tables) on five fewer tournaments. Average tables are up by 9.02% (402.4 v. 438.7).

Regional table count is up 15.09% (2401.5 tables) on one additional regional. It is important to note that the additional tournament was the large Houston Reginal, which skewed these numbers in a positive direction. The average table count per tournament was up 5.50% (1446.7 v. 1526.3).

Sectional tables were down 10.48% (1499.0 tables) on seven fewer tournaments, with average tables running a 1.38% decrease (188.2 v. 185.6).

STaC Tables show an increase of 3.95% (284.5 tables) while holding one additional tournament, with average tables down 10.90% (1200.9 v. 1070.0).

[012017TC.pdf](#)

Field Operations

Congratulations go to ten directors, most of whom are TDU graduates, who were promoted in January. Moving from Local TD to Associate TD, Crystal Mann, Donna Wood, Bill Koehler, Jesse Laird, Mark Smith; from Associate TD to Tournament Director, Linda Marinus, Kim Hayward, Denis Lavoie, Tom Ciacio, and Clay Hall.

Marketing

Tricks of the Trade

To begin 2017, the marketing blog focused on teaching clubs and teachers how to advertise on Facebook. The series culminated in the first-ever webinar (web class), where peer teacher, Silvana Zangri, showed the exact steps to executing a Facebook ad campaign. The class had 15 participants and was widely praised by those in attendance. You can view the class here:

www.acbl.org/webinar

More webinars are being planned.

The Longest Day

The Longest Day 2017 will be held Wednesday, June 21. Efforts are being made to incentivize clubs and teachers to capitalize on the partnership with the Alzheimer's Association and utilize it as a recruitment opportunity. The ACBL is evaluating new incentives for all non-member participants of The Longest Day, as well as the clubs attracting the most prospective members. Nonmember information will be collected and stored for future marketing activities.

New member email series

Members who join(ed) the ACBL in January 2016 and beyond are automatically enrolled in this email engagement series. Emails encourage new members to establish their MyACBL and Abenity accounts, access education resources and visit their first club or tournament. Each month there is a new education lesson that links to practice hands in Learn To Play Bridge, and a one-question survey aimed at helping Marketing better understand the first-year member and his or her needs.

All emails have a 50% or greater open rate, which is more than double the industry standard. The average click-through-rate to the ACBL website or LTPB is 22%, with some emails receiving up to a 33% click-through-rate.

E-marketing and communication

In 2016, 782 email campaigns were launched by the ACBL. Email topics included the following: tournament announcements, Tricks of the Trade blog posts, rank change announcements, ACBL program promotions, first-year emails, newsletters, surveys and reminders about expired memberships.

Since the launch of Marketing Solutions, powered by Pianola, the number of tournament email campaigns led by ACBL staff has dropped by 42%. We expect this number to continue to drop as more units and districts take control of their own marketing efforts with the use of this tool.

Marketing Solutions, powered by Pianola

As requests for email services come in, units and districts are reminded about the ability to spearhead their own campaigns through Marketing Solutions, powered by Pianola. Each unit/district has access to a database of members located in their unit/district and surrounding regions. They can then target their audience with smart groups based on rank level and masterpoint holdings.

Thus far, 180 user accounts have been created. Units/districts have been using the tool to send emails promoting tournaments and other events, communicating news and giving important updates to members. In addition, the product is being used internally to fulfill Tournament Emails Services. To learn more about Pianola and to read the *Terms of Service*, visit:

www.acbl.org/marketing/marketing-solutions

Coaching emails highlighting benefits, testimonials and ways to maximize impact through use of Pianola are being sent each month. Additionally, a new “best practices” section will be added to the Pianola website this year. Special pricing was negotiated, allowing units to use the service for \$20 per month and Districts for \$50 per month, beginning in 2018.

Cooperative Advertising Program

In 2016 the program reimbursed \$108,919.80 to 166 units, clubs and teachers. This was significantly less than the \$159,288 paid out in 2015. The reduction is due to a change to the reimbursement percent from 75% to 50% and reduction in the maximum reimbursement of \$750 to \$500 per campaign. The new rates became effective April 1, 2016.

In 2016, the average cost of for a CAP-recruited member was \$103.34, down from \$112.57 in 2015.

Social Media

Facebook and Twitter are used to engage our members, promote the ACBL and reach out to the media in addition to including a digital marketing strategy in the majority of our communications and advertising plans. Our Facebook page is particularly active, and with

6688 followers, has grown by nearly 15% in the last year. Our Twitter account has 2302 followers, a number that also continues to grow.

Facebook content is added daily and features a variety of topics including archived It's Your Call games (the most popular posts), big game winners, historic photographs, famous quotes, bridge-related news articles and more. During NABCs, photo galleries of winners and players are added as well as links to Daily Bulletins. Twitter is primarily used to reach out to media sources and connect members to articles written about the ACBL and bridge.

Media Relations

McNeely Piggot and Fox are no longer a monthly retainer, but are being utilized where they shine most – at the three NABCs.

Creative Services

Creative services were employed for many of the organization's departments and for a wide variety of projects, the most significant of which was the overhaul and redesign of Bridge Life. Not only were all elements refined, but also a new cover to target a younger audience was designed and three new articles targeted to newcomers were added.

Other design projects included several elements to go with this year's Instant Matchpoint Game like a new logo, a booklet of analysis, posters for clubs, travelers and a slider for ACBL's homepage. Additionally, the Philadelphia NABC logo has been finished, and the design for the 2019 Las Vegas NABC is underway. The restaurant guide and interactive map for the Orlando NABC was also completed. The interactive map continues to be improved, and this time local grocery stores were added.

New collateral continues to be designed and added to the Resource Center. Recent examples are business card templates, the *Come Play with Us* ad template and the *Rules of Thumb* bookmark.

The design of numerous email campaigns is continuing, including monthly emails to new members and specialized NABC emails, as well as designs for game analyses for the International Fund Games and Charity Games.

Just Play Bridge

Implemented in mid-2016, *Just Play Bridge* (www.acbl.org/learn_page/just-play-bridge/) is the fifth most visited page on the ACBL's website and collects data for more than 100 prospects weekly; 2919 total. Prospects are automatically enrolled in the weekly *It's Your Call* email. Since the Fall NABC, 168 of these prospects have converted to membership.

Education

Collegiate Bridgebowl

For 2016-2017 College Bridgebowl qualifying sessions, we had 17 unique colleges and 19 teams join the competition. Four teams qualified on each weekend of the qualifying matches, for a total of 8 teams. They will be competing in the finals in Toronto at the Summer NABC.

Those teams are: Carleton College, Georgia Tech, Harvey Mudd, Northwestern, UC Berkeley, U. of Illinois Urbana-Champaign, UNC Chapel Hill and U. of Chicago. The first-place team will win a \$16,000 scholarship and second-place team will win an \$8,000 scholarship.

Learn Bridge in A Day?®

The ACBL hosts a LBIAD seminar and corresponding teacher training course at each NABC. Reservations are now open for the LBIAD at the 2017 Spring NABC in Kansas City. The Educational Foundation also sponsors the course at the unit level, pending certain requirements are met. In 2016 they funded ten events.

Marketing supports both the NABC and unit LBIAD events by distributing email blasts to area teachers, club managers, members and lapsed members before the event. For clubs hosting events, Marketing will also distribute email blasts upon request.

Participating clubs and units are requested to submit attendee contact information for follow-up marketing and ACBL membership tracking. In 2016, ACBL collected contact information for 884 LBIAD attendees. Of those, 91 have joined ACBL to date.

Lifelong Learning

In 2016, 390 students participated in 21 classes at twelve institutions offering bridge through their lifelong learning programs.

ACBL supported the Osher Lifelong Learning Institute (OLLI) programs at University of South Florida, University of North Florida, University of Georgia, California State University at Long Beach, University of Delaware, University of Alabama Huntsville, and Kennesaw State University. We are now an officially recognized OLLI curriculum resource.

So far in 2017, 289 students are taking bridge through 12 programs at 8 college or university lifelong learning programs.

Teacher Accreditation Program

We accredited 163 new teachers through six TAPs held in 2016. Below is the current schedule for 2017:

- Kansas City, MO (NABC)..... March 9-11
- Gatlinburg, TN (Regional)..... April 20-22
- Toronto, ON (NABC)..... July 20-22
- San Diego, CA (NABC)..... November 24-26

Accredited Teachers

The following are the statistics as of February 2017:

- ACBL Accredited 6,656
- Better Bridge Accredited..... 1,034
- ABTA Teacher..... 708
- ABTA Master Teacher..... 89

- Easybridge! Accredited1,057
- LBIAD Teachers192
- School Bridge..... 273
- Lifelong Learning 15
- Registered in Find a Teacher Database 1,540

Note that a teacher may be accredited under more than one program.

Youth NABC in Toronto ON

All the information for the 2017 Youth NABC has been updated on the website. Schedules, registration and event information can be found online at:

www.acbl.org/ynabc

School Bridge Program

In 2016, ACBL supported 301 bridge classes teaching 5,246 students. The following table shows statistics from the School Bridge Program:

Classes	2011		2012		2013		2014		2015		2016	
	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall
College	3	5	3	4	3	8	7	6	7	9	3	20
High	41	43	45	49	44	58	57	54	51	40	11	29
Middle	85	104	86	91	81	108	112	106	102	167	57	68
Elementary	45	51	58	60	62	75	78	68	72	89	14	99
Total	377		396		439		488		537		301	
Teacher Stipends	2011		2012		2013		2014		2015		2016	
US	\$54,940		\$71,657		\$108,620		\$111,231		\$138,900		\$69,750	
Canada	\$36,750		\$37,450		\$42,860		\$43,871		\$50,050		\$28,093	
Total	\$91,690		\$109,107		\$151,480		\$155,102		\$188,950		\$97,843	

Youth and Junior Member Stats by District

The chart reflects paid members only.

District	Youths	Juniors	Total	Fall 2016	Difference
1	19	12	31	34	-3
2	55	9	64	53	11
3	41	15	56	52	4
4	4	17	21	21	0
5	6	7	13	12	1
6	57	18	75	74	1
7	135	36	171	157	14
8	10	4	14	14	0
9	76	19	95	80	15
10	26	11	37	29	8
11	23	5	28	28	0
12	6	39	45	13	32
13	20	18	38	39	-1
14	14	9	23	19	4
15	10	6	16	16	0
16	14	16	30	71	-41
17	10	15	25	23	2
18	2	2	4	5	-1
19	36	11	47	43	4
20	11	5	16	14	2
21	105	36	141	127	14
22	12	8	20	22	-2
23	8	15	23	25	-2
24	35	22	57	57	0
25	23	23	46	68	6
99	64	24	88	84	4
Total	850	402	1,252	1,180	72

Previous Management Report's Statistics:

- 2013 Summer NABC: 1,275 total junior/youth members
- 2014 Summer NABC: 1,208 total junior/youth members
- 2015 Summer NABC: 1,152 total junior/youth members
- 2016 Summer NABC: 1,179 total junior/youth members

- 2016 Fall NABC: 1,180 total junior/youth members
- 2017 Spring NABC: 1,252 total junior/youth members

Change in junior/youth members, per year:

- 2012: 556 new members; 461 aged out
- 2013: 622 new members; 424 aged out
- 2014: 546 new members; 359 aged out
- 2015: 587 new members; 364 aged out
- 2016: 451 new members; 155 aged out
- YTD 2017: 133 new members; 76 aged out

IN-HOUSE COUNSEL LITIGATION REPORT

SPENCER and SPENCER v. ACBL et. al.

Status: As reported in November 2016, summary judgment in favor of the ACBL and the New England Bridge Conference was granted in June 2016. Marriott and the Plaintiffs Cynthia and Richard Spencer settled in January 2017. A Stipulation of Dismissal was filed on February 14, 2017 (which did not include the ACBL or the NEBC). Plaintiff had 20 days from February 14, 2017 (i.e., March 6) to file an appeal of the summary judgment motion.

BLAKELY v. ACBL et. al.

Facts: In June 2016, Bruce Blakely filed a civil lawsuit in the Contra Costa County California Superior Court, a state court, asking for, among other things, (1) \$350,000 plus general and punitive damages as well as his legal fees (for a total we estimate as well above \$2 million), (2) an injunction prohibiting the ACBL from taking any action barring him from playing bridge in any tournaments, (3) elimination of his probationary period and his restoration as a member in good standing, and (4) a declaration that the ACBL's Code of Disciplinary Regulations is unfair. His 11 claims include charges of breach of contract, fraud, defamation, public disclosure of private facts, interference with prospective economic advantage, and for the court to declare that the ACBL's CDR fails to provide a fair procedure. Named defendants include the late Peter Rank, former ACBL Counsel, ACBL CEO Robert Hartman, Stan Subeck, several Directors plus Does 1 to 25.

Procedural Posture: We filed a request for a stay of the Superior Court action and lodged objections to Mr. Blakely's requests for admissions and for the production of documents and interrogatories. Concurrently, we filed a motion to compel Mr. Blakeley to proceed with binding arbitration in Atlanta, GA. Blakely contested the court's tentative ruling in our favor, arguing that he was unaware of the arbitration provision, that the ACBL's arbitration provision was too burdensome, and that he should not be subject to it because of the settlement agreement between him and the ACBL superseded the ACBL's membership agreement. The court ruled that the arbitration must take place in either in San Francisco or Contra Costa County rather than Atlanta. The ACBL furnished proof to the court that Mr. Blakely was aware of the arbitration provision and, upon finding that our proof was unpersuasive, the court denied our Motion to Compel Arbitration.

Status: We have appealed the denial of the Motion to Compel Arbitration. Mr. Blakely has also filed a Motion to Sever the Individual [Defendants] from the ACBL in the appeal on the basis that the issues pertaining to the individuals are different from those involving the ACBL. A hearing on Mr. Blakely's motion is set for March 10, 2017.

SCHREIBER v. ACBL et. al.

Facts: On October 13, 2015, Michael Schreiber filed a complaint in the Chancery Court of Tennessee, 13th Judicial District, against ACBL Unit 144, the M.A. Lightman Bridge Club and several other individuals and Does¹, alleging slander, breach of contract and fraud for the actions occurring following execution of a settlement agreement between Mr. Schreiber, the ACBL and various other parties to a previous lawsuit.

Procedural Posture: In August 2016, Defendants' counsel filed a Motion to Dismiss the complaint. In October 2016, the court dismissed the claim for slander but denied dismissal of the counts related to breach of contract and fraud. Defendants filed an Answer on October 20, 2016, denying the allegations in the Complaint.

Status: Representation for Defendants was assumed by Snider & Horner in January 2017. The next step is a scheduling conference which will set the timing for interrogatories and depositions.

Respectfully submitted,

/s/ Linda J Dunn

Linda J. Dunn, Esq.

Dated: February 24, 2017

¹ The November 2016 Litigation Report implied that the ACBL and District 10 were defendants in the 2015 lawsuit when they are not.

Budgeted Statement of Activities
For the Year Ending December 31, 2017

							Vs. 2016		Vs. 2015	
	2017 Budget	% of Rev	2016 Actual	% of Rev	2015 Actual	% of Rev	\$ Variance Fav/(Unf)	% Variance Fav/(Unf)	\$ Variance Fav/(Unf)	% Variance Fav/(Unf)
Revenues and Gains (Losses)										
Membership dues	\$ 5,783,556	32.2%	\$ 5,443,201	31.5%	\$ 5,357,018	33.2%	\$ 340,355	6.3%	\$ 426,538	8.0%
Tournament director fees	3,195,669	17.8%	3,163,574	18.3%	3,031,301	18.8%	32,095	1.0%	164,368	5.4%
North American Championships	2,508,660	14.0%	2,424,918	14.0%	2,207,549	13.7%	83,742	3.5%	301,111	13.6%
Regionals at Sea	110,642	0.6%	124,000	0.7%	82,843	0.5%	(13,358)	(10.8%)	27,799	33.6%
Club sanction fees	2,885,353	16.1%	2,941,927	17.0%	2,514,358	15.6%	(56,574)	(1.9%)	370,995	14.8%
Tournament fees	2,129,479	11.8%	2,088,183	12.1%	2,169,391	13.4%	41,296	2.0%	(39,912)	(1.8%)
Educational programs and services	240,200	1.3%	236,870	1.4%	214,755	1.3%	3,330	1.4%	25,445	11.8%
Bulletin sales and advertising	260,580	1.4%	273,341	1.6%	288,571	1.8%	(12,761)	(4.7%)	(27,991)	(9.7%)
Interest and dividend income	108,000	0.6%	94,219	0.5%	102,905	0.6%	13,781	14.6%	5,095	5.0%
BBO Income	500,000	2.8%	250,000	1.4%	-	0.0%	250,000	100.0%	500,000	0.0%
Baron Barclay Royalties	145,000	0.8%	147,610	0.9%	148,979	0.9%	(2,610)	(1.8%)	(3,979)	(2.7%)
Other Revenues	105,118	0.6%	101,764	0.6%	31,902	0.2%	3,354	3.3%	73,216	229.5%
Total revenues and gains (losses)	17,972,257	100.0%	17,289,607	100.0%	16,149,571	100.0%	682,650	3.9%	1,822,686	11.3%
Operating Expenses										
Bridge Administration	470,337	2.6%	654,333	3.8%	577,749	3.6%	183,996	28.1%	107,412	18.6%
Field Operations	4,190,737	23.3%	4,098,770	23.7%	4,113,395	25.5%	(91,967)	(2.2%)	(77,342)	(1.9%)
Editorial	1,451,255	8.1%	1,427,775	8.3%	1,463,046	9.1%	(23,480)	(1.6%)	11,791	0.8%
Meeting services	2,618,569	14.6%	2,126,012	12.3%	1,837,112	11.4%	(492,557)	(23.2%)	(781,457)	(42.5%)
Club and member services	1,155,352	6.4%	1,108,765	6.4%	1,221,426	7.6%	(46,587)	(4.2%)	66,074	5.4%
Marketing	1,787,301	9.9%	1,498,778	8.7%	1,642,783	10.2%	(288,523)	(19.3%)	(144,518)	(8.8%)
Total operating expenses	11,673,551	65.0%	10,914,433	63.1%	10,855,512	67.2%	(759,118)	(7.0%)	(818,039)	(7.5%)
General & Administrative Expenses										
Executive	850,176	4.7%	918,713	5.3%	825,116	5.1%	68,537	7.5%	(25,060)	(3.0%)
Human Resources	458,058	2.5%	482,808	2.8%	597,639	3.7%	24,750	5.1%	139,581	23.4%
Accounting	1,071,855	6.0%	1,076,054	6.2%	1,081,519	6.7%	4,199	0.4%	9,664	0.9%
Information Technology	2,238,620	12.5%	1,862,889	10.8%	1,529,598	9.5%	(375,731)	(20.2%)	(709,022)	(46.4%)
Facilities	409,318	2.3%	410,324	2.4%	482,955	3.0%	1,006	0.2%	73,637	15.2%
Board President	45,000	0.3%	31,448	0.2%	54,955	0.3%	(13,552)	(43.1%)	9,955	18.1%
Board of Governors	18,000	0.1%	11,579	0.1%	17,040	0.1%	(6,421)	(55.5%)	(960)	(5.6%)
Board of Directors	444,948	2.5%	354,394	2.0%	397,643	2.5%	(90,554)	(25.6%)	(47,305)	(11.9%)
WBF Dues	116,000	0.6%	166,130	1.0%	165,297	1.0%	50,130	30.2%	49,297	29.8%
Depreciation	584,252	3.3%	539,970	3.1%	508,459	3.1%	(44,282)	(8.2%)	(75,793)	(14.9%)
Total general & administrative expenses	6,236,227	34.7%	5,854,309	33.9%	5,660,220	35.0%	(381,918)	(6.5%)	(576,007)	(10.2%)
Total expenses	17,909,778	99.7%	16,768,742	97.0%	16,515,732	102.3%	(1,141,036)	(6.8%)	(1,394,046)	(8.4%)
Change in net assets from Operations	\$ 62,479	0.3%	\$ 520,865	3.0%	\$ (366,161)	(2.3%)	\$ (458,386)	(88.0%)	\$ 428,640	117.1%
Post Retirement Medical Insurance Plan Gain			64,718	0.4%						
Change in net assets (loss)			\$ 585,583	3.4%						

**American Contract Bridge League, Inc.
2017 Capital Budget**

<u>IT</u>	
Macintosh Apple Computer	\$ 4,632
TD Laptops/Bags/USB (40@ 500)	20,000
TD Printers (10 @ 450)	4,500
4 Office Laptop Computers	5,488
25 replacement PC and Monitors	18,750
Servers (2 @ \$5,000 ea)	10,000
20 TeraBytes of Disk Storage	<u>10,000</u>
Total IT Equipment	\$ 73,370
Migrating CRM and ERP off the AS400	\$ 200,000
Workstation Remodeling	\$ 17,000
Tournament Security Equipment	\$ 5,000
Allowance for Maintenance Items	\$ 10,000
Carry over from 2016:	
NABC Card Tables - 1,300 @ \$25ea	\$ 31,550
Remaing Flood Protection Project	\$ 2,927
Total Capital Budget	<u>\$ 339,847</u>

American Contract Bridge League, Inc.
Statements of Financial Position
December 31, 2016

	2016	2015
Assets		
Current Assets		
Cash	\$ 2,390,684	\$ 1,423,735
Investments	4,503,450	4,439,694
Accounts Receivable - Net	354,647	471,889
Due from Affiliates	581	447
Prepaid Expenses	554,194	444,485
Other	26,570	26,906
Total Current	<u>7,830,126</u>	<u>6,807,156</u>
Other Assets		
Property and Equipment - Net	4,894,331	5,049,434
Total Other	<u>4,894,331</u>	<u>5,049,434</u>
Total Assets	<u><u>\$ 12,724,458</u></u>	<u><u>\$ 11,856,590</u></u>
Liabilities and Net Assets		
Current Liabilities		
Accounts Payable	\$ 76,675	\$ 210,734
Accrued Payroll	632,674	504,429
Accrued Expenses	711,312	466,827
Capital Lease	38,464	-
Accrued Insurance - Retirees	115,745	126,912
Unredeemed Bridge Bucks	106,627	108,478
Deferred Revenue	3,905,895	3,746,964
Unit Dues Payable	447,112	438,710
Due to Affiliates	195,395	314,331
Total Current	<u>6,229,899</u>	<u>5,917,385</u>
Long-Term Liabilities		
Deferred Revenue	1,454,468	1,420,578
Accrued Insurance - Retirees	1,318,447	1,371,998
Unit Dues Payable	106,843	117,410
Total Long-Term	<u>2,879,758</u>	<u>2,909,986</u>
Total Liabilities	<u><u>9,109,657</u></u>	<u><u>8,827,371</u></u>
Net Assets		
Net Assets - Prior	3,029,218	3,395,380
Net Assets - Current	585,583	(366,161)
Total Net Assets	<u><u>3,614,801</u></u>	<u><u>3,029,219</u></u>
Total Liabilities & Net Assets	<u><u>\$ 12,724,458</u></u>	<u><u>\$ 11,856,590</u></u>

**ACBL Board of Directors
Kansas City, MO
March 7 – 9, 2017**

The meeting was called to order by President Bob Heller on Tuesday, March 7, 2017, at 8:30 a.m.

Present: Leo Weniger #1, Paul Janicki #2, Carlos Muñoz #3, Joann Glasson #4, Sharon Fairchild #5, Margot Hennings #6, Bob Heller #7, Georgia Heth #8, Jay Whipple #9, Russ Jones #10, AJ Stephani #11, Dennis Carman #12, Suzi Subeck #13, Sharon Anderson #14, Phyllis Harlan #15, Paul Cuneo #16, Bonnie Bagley #17, Claire Jones #18, Marv Norden #19, Merlin Vilhauer #20, Roger Smith #21, Ken Monzingo #22, Kevin Lane #23, Al Levy #24 and Mark Aquino #25.

Also Present: Robert Hartman, CEO and Kelley Trejo, Secretary.

Appointment of NABC Seeding and Appeals Chairmen

The Executive Committee ratified the presidential appointments of David Berkowitz as NABC Seeding Chairman for 2017.

Carried unanimously

The Board went into Executive Session from 8:35 a.m. to 2:30 p.m.

The meeting was called to order by Bob Heller on Wednesday, March 8, 2017 at 1:00 p.m.

Present: Same as Tuesday, March 7

Also Present: Richard Popper, Chairman Board of Governors, Robert Hartman, CEO, Joe Jones Mitchell Hodus, Linda Dunn, Dan Storch, Carol Robertson, Sherry Terraciano, Stephanie Threlkeld, David Metcalf, Howard Weinstein and Kelley Trejo, Secretary.

The Board went into Executive Session from 1:00 p.m. to 2:17 p.m.

The Board had a moment of silence for Peter Rank.

Approval of Orlando, FL Minutes

The Fall 2016 Orlando, FL minutes are approved.

Carried

ACBL CEO Report

The report of CEO Robert Hartman is received. (Attachment A)

Litigation Report

The report on the status of litigation is received. (Attachment B)

Item 171-48: Hall of Fame Committee Appointments

Neil Chambers, Mitch Dunitz and Paul Lewis are appointed for a three-year term from the end of the Spring 2017 NABC through end of the Spring 2020 NABC.

Effective Spring 2017 NABC
Carried unanimously

Item 171-49: Competitions & Conventions Committee Appointment

Will Ehlers, Jeff Ford and Jeff Goldsmith are appointed for a one-year term from the end of the Spring 2017 NABC through end of the Spring 2018 NABC.

Chris Compton and Danny Sprung are appointed for three-year term from the end of the Spring 2017 NABC through end of the Spring 2020 NABC.

Effective Spring 2017 NABC
Carried unanimously

Item 171-50: Ethical Oversight Committee Appointment

Cheri Bjerkan, Dennis Clerkin, John Fout, Bob Glasson and Kevin Wilson are appointed for three-year term from the end of the Spring 2017 NABC through end of the Spring 2020 NABC.

Effective Spring 2017 NABC
Carried unanimously

Item 171-52: ACBL Laws Commission Appointment

Allan Falk, Rebecca Rogers and Aaron Silverstein are appointed for five-year term from the Spring 2017 NABC through end of the Spring 2022 NABC.

Effective Spring 2017 NABC

Carried Nay: 22

GOVERNANCE COMMITTEE

Anderson (C), Hennings (VC)

Cuneo, Fairchild, Glasson, Harlan, Lane, Muñoz

Staff: Trejo

As reported by Committee Chair

Item 171-35: Relocation and Rescheduling of Fall NABCs Meeting

Item 163-21 Relocation and Rescheduling of Fall NABCs Meetings be reconsidered.

Chapter IV-Board Procedures, C. Meetings, and B. Expenses of the NABCs Codification are amended as follows:

C. MEETINGS

The Board of Directors shall meet prior to or at the start of the Spring and Summer NABCs at the sites of the respective NABCs. The Board ~~will~~ **shall** meet prior to the Fall NABC near ~~the site of ACBL Headquarters~~ **on dates to be approved by the Board during or prior to the summer NABC.** ~~during the 10 (ten) days of November.~~ If a Board of Governors' meeting is held at the site of the Fall NABC, the President and Treasurer shall attend. The goal of the ~~members of the Board of Directors~~ is to have shorter meetings **when possible**, with more work being done in advance **utilizing technological aides as appropriate.** ~~electronically and otherwise.~~ The length of each meeting will be determined by the ~~ACBL NABCs~~ President in consultation with management.

D. EXPENSES

Section 1 – ACBL President Expenses The image of the is paramount in all of the activities of the president. In keeping with such premise, the following statement of policy sets forth the duties, responsibilities and restrictions by which the president will be guided.

6.8 The president will be granted an annual president's expense allowance of \$45,000. The president and the treasurer may, prior to the Spring NABCs, agree to increase this allowance by not more than \$5,000 based upon relevant circumstances

1.8 Travel to and from the Spring and Summer NABCs will be paid for up to two individuals acting as hosts at the president's suite during NABCs. One-half of this expense will be charged to Board expenses and one-half to president's expenses

Section 2 - Board of Directors Expenses

This policy pertains to board members, Chair of the Board of Governors, and General Counsel, for ACBL meetings or functions. The ACBL will reimburse the following expenses:

2.9 Pursuant to Chapter IV, C., if the President, Treasurer, Chair of the Board of Governors or In-House Counsel is required to attend a Board of Governors meeting at the site of the Fall NABC he shall be reimbursed for roundtrip travel, two hotel nights and appropriate per diem.

Motion failed Aye: 4, 7, 9, 10, 11, 12, 24.

Item 171-36: Board of Directors Fall NABC Meeting

If reconsideration of Item 163-21 (having all fall BoD meetings at headquarters) fails, then it is moved that the 2018 Fall BoD meeting be held in the area of ACBL Headquarters.

Motion failed Aye: 4, 7, 9, 10, 11, 12, 16, 24

Item 171-37: CEO Succession Plan

Chapter II Business Management, B Employees and Consultants, Section 5 CEO Succession Plan is amended as follows:

Section 5 CEO Succession Plan

5.16 **Recommend at least two candidates to the Board of Directors, who will then select one to be the CEO.**

Effective immediately

Motion failed Aye: 1, 2, 3, 13, 16, 17, 22, 23, 24, 25

Item 171-38: Director of Elections Duties

Chapter III Administration, D. Election, Section 9 Return of Ballots is amended as follows:

9.2 The Director of Elections ~~will count ballots at ACBL headquarters~~ **and one additional member of the professional staff selected by the CEO will jointly be responsible for counting election and recall ballots.** Each candidate, or his representative, is entitled to witness the opening and counting. An ACBL employee may not represent a candidate for this purpose. **The rules for counting ballots for elections and recalls shall be the same.**

Effective immediately

Carried unanimously

BRIDGE COMMITTEE

Jones, R (C)

Aquino, Bagley, Carman, Janicki, Jones, C., Lane, Levy,
Norden, Smith, Subeck, Weniger (Popper, Weinstein, H.)

Staff: Weinstein, S.

As reported by Committee Chair

Item 171-07: Subsidy 3rd Place and 4th Place NAP District Final

Item 163-49 Subsidy 3rd Place and 4th Place NAP District Final be reconsidered.

A \$200 subsidy be provided to all 3rd place NAP District Final individual finishers in each flight to help offset expenses associated with participation in the North American Pairs National Finals.

A \$100 subsidy be provided to all 4th place NAP District Final individual finishers in Flights B and C from each district in each flight to help offset expenses associated with participation in the North American Pairs National Finals.

Effective January 1, 2018

Motion failed Aye: 1, 7, 10, 11, 16, 17, 18, 20, 21, 24, 25 Abstain: 2

Item 171-09: Entry Fees

Item 161-91 be rescinded.

~~For team events held at an NABC in which all team entrants receive full overall masterpoint awards, entry shall be charged on a per person basis. For team events in which the overall award is calculated as a percentage of a players participation, entry fees shall be charged on a per team basis at a rate equivalent to four players on that team. Effective immediately Carried. Absent: 3~~

Motion failed Aye: 1, 2, 23

Item 171-11: Hall of Fame Operating Procedures

Chapter 4, ACBL Board of Directors, Appendix 4D-2: Hall of Fame Operating Procedures is amended as follows:

Table of Contents

1. Powers and Purpose	1
2. Committee Composition and appointment	1
3. Committee Records	2
4. Nomination Criteria, Rules and Procedures	2
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Appendix I — Hall of Fame Performance Chart Criteria

Appendix II — Hall of Fame Electors

1. Powers and Purpose

The ACBL Hall of Fame Committee (HoFC) is charged with the oversight of the Hall of Fame program, selection of the recipients of the Blackwood and von Zedtwitz Awards, and nomination of members in the Open category. It shall establish criteria for selecting nominees, establish nomination and election procedures, oversee the induction ceremonies at the Hall of Fame Award Ceremony and provide input to ACBL Management on the Hall of Fame Gallery at ACBL headquarters and Hall of Fame Online.

The HoFC shall report to the ACBL Board of Directors (Board) prior to the institution of any major change in any of the above areas, and shall generally keep the Board or its designated representative informed on all matters concerning the Hall of Fame. The Board shall have final approval on all matters except choosing nominees to be placed on the Hall of Fame ballot and choosing recipients of the Blackwood or the von Zedtwitz awards.

2. Committee Composition and Appointment

The ACBL President and HoFC Chair shall endeavor to employ a balanced approach to composing the Hall of Fame Committee, taking into account variations in age, gender and area of residency. At least one member of the HoFC shall be from Canada, Mexico or Bermuda.

However, suitable committee candidates shall not be eliminated from consideration merely because of the desire for a balanced committee.

The HoFC shall consist of nine voting members. Each member is appointed for a three-year term with three members being appointed every year. In addition, the ACBL President and CEO shall be permanent non-voting members of the HoFC.

A member of the HoFC must be an ACBL member in good standing who has been actively involved in bridge tournament activities (either as a player, in an administrative capacity, or as a member of the press) for at least 20 years and is familiar with the history and achievements of possible nominees.

A member may not serve for more than two consecutive full terms. A retired member or chair may be reappointed after a minimum one-year (1) hiatus. The chair must have at least one year of service on the committee prior to appointment as chair. In the event that no qualified replacement is available or willing to serve for a member who is otherwise term limited, then the ACBL President may reappoint such term limited member for a maximum of one year.

The three-year term of appointed members shall begin at the conclusion of the Spring NABC at which they are appointed and end at the conclusion of the Spring NABC three years later.

The HoFC shall recommend possible HoFC members and a chair to the ACBL President prior to the Spring NABC.

3. Committee records

ACBL Management will maintain a HoFC Document Archive that includes:

- a. Form letter to Open nominees,
- b. Ballot template,
- c. Performance chart template,
- d. Biographical criteria,
- e. Cover letter to electors,
- f. List of previous inductees into the Hall of Fame,
- g. Form letter to recipients of the Blackwood and von Zedtwitz Awards,
- h. Minutes of previous meetings,
- i. HoFC contact list which includes appointment terms,

The HoFC may amend the form or content of the above documents.

New committee members shall receive a copy of the operating procedures as well as the above documents.

4. Nomination Criteria, Rules and Procedures

Nomination Criteria

The ACBL Hall of Fame Award, in any category, shall be given to individuals who distinguish themselves by their ethics, deportment and sportsmanship, while residing in the territory administered by the ACBL. The primary basis for consideration in the Open and von Zedtwitz categories is the player's North American and international record and achievements as a member and representative of the ACBL. An individual's personal history, whether good or bad, should be considered in nominating candidates or recipients. A proposed nominee's ACBL disciplinary record may be reviewed as part of the process of determining whether that person meets the criteria to be nominated for admission into the Hall of Fame. Upon request, the HoFC will be provided with information as authorized by ACBL Board Resolution 033-02 as amended. No current HoFC members shall be nominated or considered for nomination or selected as a recipient of any Award while serving on the HoFC.

Open Award

The ACBL Hall of Fame Open Award shall be given annually to living individuals who have achieved prominence in the game of bridge and have an outstanding tournament record. Nominees must have attained the age of 60 by January 1st of the year of the induction ceremony. They shall be elected by electors, as described in Section 5 herein.

von Zedtwitz Award

The von Zedtwitz Award shall be given to living or deceased individuals who have achieved prominence in the game of bridge and have an outstanding tournament record but who may not have been in the limelight for a significant period of time. A deceased person must be deceased for three years before becoming eligible for selection. This rule may be waived if at least six members vote to do so. Up to two (2) recipients may be selected per year by the HoFC.

Blackwood Award

The Blackwood Award shall be given to individuals who have contributed greatly to the game of bridge without necessarily meeting the qualifications required for the Open and von Zedtwitz Awards. Only one (1) recipient per year may be selected.

In either the von Zedtwitz and Blackwood category, in a year where the HoFC believes that an additional award is clearly warranted, the Board may, upon receiving appropriate rationale from the HoFC in advance, vote to allow an additional award for that year.

Individuals shall give their consent for nomination in the Open category and for selection for the von Zedtwitz or Blackwood Award. The HoFC will not replace an individual who has declined nomination in the Open category, but may replace an individual who declines to receive the von Zedtwitz or Blackwood Award.

Nomination Rules and Procedures

ACBL members may suggest names to be nominated in the Open, von Zedtwitz and Blackwood categories.

The HoFC shall select up to a maximum of 15 nominees in the Open category. Any person receiving less than 10% of the electors' votes for three consecutive years shall not be nominated for the next three consecutive years.

In selecting nominees and recipients, the HoFC may use such methods as are consistent with the intent of these operating procedures. However, no proxy voting by committee members shall be allowed. At a minimum, the Committee should:

- a. Discuss each proposed candidate,
- b. Establish a voting procedure which ranks the proposed candidates from best to worst, and
- c. Determine the number of candidates to be placed upon the ballot and the recipients of the von Zedtwitz and Blackwood Awards if any.

5. Election

Electors

The Electors for the Hall of Fame are determined according to the criteria in Appendix II.

They must also be members in good standing and permanent residents of Bermuda, Canada, Mexico, or United States including any territories. Life Members must be current on all fees. If an elector does not vote for two consecutive years, the elector shall be removed from the electors' list. The elector may be reinstated by requesting of the ACBL to be reinstated. No member who has been suspended for six months or more for ethical violations shall be an elector.

Voting for Nominees

ACBL Management shall send all eligible electors a ballot package which shall include a cover letter, instructions on how to vote, a ballot, up-to-date biography for each nominee, a list of Hall of Fame

members, and a performance chart showing the NABC and WBF performance history (See Appendix I) of each nominee while they were a member and representative of the ACBL.

Each nominee shall be considered separately by the electors. On the question of whether the nominee shall become a member of the Hall of Fame, the electors may vote yes, no, or abstention for each nominee. If no vote is recorded by an elector for any or all of the nominees, then the ballot shall not be counted in determining the total votes cast for a nominee. Any nominee who receives yes votes representing at least 67% of the total votes cast for that nominee, and having at least 50% of the electors voting having cast a ballot for the nominee, shall be elected to the Hall of Fame.

Campaigning

Campaign advertisements in the ACBL Bulletin, The NABC Daily Bulletin or other ACBL media will not be accepted for publication, nor is it permissible to distribute campaign flyers at ACBL Tournaments. The ACBL will not provide names or mailing lists for use either by or on behalf of candidates.

Candidates may mention that they have been nominated as a Hall of Fame candidate when being interviewed for a publication.

6. Timeline

The HoFC shall meet at every NABC either in person or by telephone or electronically and otherwise as needed.

Summer NABC

The committee will welcome and orient new members. Preliminary work begins on assembling a list of possible candidates in the Open and von Zedtwitz categories. ACBL staff shall place notices in the July and September ACBL Bridge Bulletin's, the Summer NABC Daily Bulletin and the ACBL website informing eligible ACBL members that they may submit nominees for the three awards to the ACBL staff person assigned to the HoFC. Nominations shall include the ACBL player number of the person submitting the nomination.

The ACBL Hall of Fame Ceremony shall be held at this NABC.

Fall NABC

The committee shall finalize the nominees for the Open category. The Chair, with the assistance of ACBL staff, shall provide a list of nominees with biographies and supporting letters, if any proposed during the public nomination period. The Chair shall also report on its review of proposed nominee's disciplinary files.

Spring NABC

The committee shall select the recipients, if any, for the von Zedtwitz and Blackwood awards. Newly appointed members whose terms begin at the conclusion of the Spring NABC may be invited to attend the meeting.

7. Committee Operating Procedures

Agenda

The chair shall prepare and distribute an agenda prior to each meeting.

Minutes

Minutes of meetings shall be taken and presented for approval at the next regular meeting of the committee. Approved minutes shall be provided to the ACBL staff.

Subcommittees

The chair may appoint subcommittees consisting of committee members and/or non-committee members. Subcommittees are advisory only, and shall report directly to the HoFC as a whole.

Quorum

A quorum shall consist of six (6) or more of the members of the HoFC, including its Chair. A committee member connected by telephone shall be considered present in determining a quorum. If less than a quorum is present, motions may be discussed but not voted on.

Voting

A majority of the committee membership is necessary for the passage of any motion, subject to quorum rules. The committee may, in its sole discretion, require a greater number of votes on particular matters but may not allow a lesser number. Absentee voting and voting by telephone are permitted but proxy voting is not permitted.

Attendance

Regular attendance is not mandatory. The chair may request that a member resign if such member has a poor attendance record or does not participate in committee affairs. The Chair may also recommend to the ACBL President that such member be removed and replaced. As a committee of the ACBL Board of Directors, any member may be removed and replaced for any reason by the Board.

Vacancy

If a vacancy occurs on the HoFC, the chair may replace the former member for the balance of the unexpired term with the approval of the ACBL President.

8. The Hall of Fame Ceremony

The Ceremony:

A black tie optional ceremony for inducting new members into the ACBL Hall of Fame will be held at the Summer NABC.

Master of Ceremonies and Presenters:

The Chair and the ACBL CEO (or designated representative) will select the Master of Ceremonies.

Presenters of living inductees will be selected by the inductee, subject to the approval of the Chair.

Presenters of deceased inductees will be selected by the Chair, or its designated representative. The Chair shall seek input from the inductee's family.

Invitations:

All ACBL members and guests shall be invited to the ceremony.

Awards and Recognitions:

A plaque or similar award will be presented to each inductee or their representative. An award shall be presented to the recipient of the Sidney H. Lazard, Jr. Award for Sportsmanship at this ceremony as well.

Effective immediately
Carried Nay: 9, 14

Item 171-12: Masterpoint Races

The following subsections is added to Chapter 1.B. Rankings, Masterpoints and Races, Section 3 Masterpoint Races and the following sections be re-numbered accordingly:

- 3.1.8 Player of the Year
 - 3.1.8.1 The winner of the most platinum masterpoints earned during the preceding calendar year.
- 3.1.9 Player of the Decade
 - 3.1.9.1 The winner of the most platinum masterpoints earned during the preceding ten calendar years, beginning with the last year of the immediately preceding decade ending in a "0" and ending ten years later with the calendar year ending with a "9", such as 2000 – 2009.

Effective immediately
Carried unanimously

Item 171-13: Appendix 13B: Masterpoint Computations

Masterpoint awards for Regional events at the NABCs will be increased by changing the R factor to 1.6 from 1.4.

Effective as soon as can be implemented by management
Carried Nay: 4, 5, 7, 9, 12, 15, 19, 22, 23 Abstain: 14, 18

Item 171-14: Stop Card

The "Stop Card" is no longer used to indicate a skip in the bidding and that the following changes are made to the Conditions of Contest:

- The ACBL Conditions of Contest Appendix G (Special Conditions to the use of Bidding Boxes and Screens)

I. BIDDING BOXES (no screens)

...

3. Using bidding boxes, no Skip Bid Warning is given. Following the Skip Bid, LHO is obligated to wait approximately 10 seconds (while giving the appearance of studying his hand and not in excess time to determine a choice of bids) before making a call.

- The ACBL Bidding Box Regulation web page
(http://www.acbl.org/tournaments_page/charts-rules-and-regulations/bidding-box-regulations/)

THE STOP CARD

The Stop Card should not be used. No verbal or visual Skip-Bid Warning is required. Following the Skip Bid, LHO is obligated to wait approximately 10 seconds (while giving the appearance of studying his hand and not in excess time to determine a choice of bids) before making a call.

NOTE: If a player accidentally uses the stop card, there is no penalty. It is each player's responsibility to maintain appropriate tempo at all times.

- The Tech Files – Same text & changes as the web page

Deferred to Summer 2017 in Toronto, ON

Deferral carried Nay: 7, 9, 10, 12, 19, 22, 23 Abstain: 14

Item: 171-15: Wagar Award

The NABC+ Pairs Award Table of the Masterpoint Awards Computations Book is modified to include:

Wagar Women's Pairs – 4 sessions-1st place award 100 Platinum points – GLM Eligible- Minimum Tables Applies

Effective immediately

Carried unanimously

Item: 171-16: Four Session Events

Masterpoint Awards Computation Book, Section C, Regional Regulations-Unrestricted Events, paragraph 3 is modified as follows:

3. FOUR SESSION REGIONAL EVENTS

For four or more session open Regional events, other than Knockouts, the Masterpoint awards computed by formula shall be increased by 40%.

Effective January 1, 2018

Carried unanimously

Item 171-18: GNT KO Participation

The ACBL Special Conditions of Contest for Grand National Teams is modified as follows:

Lack of knowledge does not constitute cause for exception to these Conditions of Contest. These Conditions of Contest may not be changed at any level of play during the course of the event. The general conditions of contest for Swiss team and Knockout teams events will apply to this event subject to the following special conditions of contest.

If the format used for Grand National Teams competition at any level is a Knockout, all of the KO General Conditions of Contest apply. The only possible exception from the KO General Conditions of Contest is the requirement that each member participate in at least 50% of each match (other than the first match). If, in the opinion of the DIC of the particular event, it is necessary to allow an exception to the requirement because the event lasts more than one week, the DIC is authorized to allow such exception to the KO General Conditions of Contest.

Effective September 1, 2017
Carried Nay: 8

Item 171-19: KO Bye Rule

The Masterpoint Awards Computations Book, Section NABC+ Events, Paragraph C.1.Match Awards is modified as follows:

The Match Awards shown in the table above are for playing the full day (2 sessions). In 3-way and 4-way matches, 2 wins is the full match award and 1 win is 1/2 of the full match award.

Effective immediately
Carried unanimously

Item: 171-20: Sectional Strats

Chapter XIII, Section F, Paragraph 1.1.7 of the Codification is modified as follows:

1.1.7 Sectional Strat/Flight Upper Masterpoint Limits

Same strat/flight rules apply to pair and team games as in 1.1.6.

Effective immediately
Carried unanimously

Item: 171-21: Club Maximum MPs

The Club Section of the MP Book is modified as follows:

Club games with more than one section may issue overall awards comparing all the sections. Club games with a single section exceeding fifteen tables may also issue overall awards. Awards may not exceed 4.00 for Open clubs, 3.20 for Invitational clubs and 3.00 for Newcomer

clubs. Second place would be 75% of first, third 75% of second, etc. through a maximum of six places.

Effective whenever feasible to coincide with release of new masterpoint engine

Carried Nay: 13 Abstain: 22

Item 171-22: Zone 2 National Bridge Organizations

Chapter VII International Bridge Section 1 A. Zone 2 NBO's of the codification is amended as follows:

CHAPTER VII – INTERNATIONAL BRIDGE

A. ZONE 2 National Bridge Organizations (NBOs)

Section 1 - Zone 2 International Regulations

- 1.1 The authority for selecting and subsidizing bridge players who represent the United States, Canada and Mexico in international bridge competition rests solely with the NBOs: United States Bridge Federation (USBF), Canadian Bridge Federation (CBF) and Mexican Bridge Federation (MBF), respectively.

...
...

Section 2 – NBO Events (NO CHANGE)

Section 3 – WBF

3.1 WBF Dues

The United States Bridge Federation (USBF), Canadian Bridge Federation (CBF) and Mexican Bridge Federation (MBF), are responsible for the payment of any membership dues to the WBF.

3.1 WBF Events

The current section 3.2 is deleted in its entirety.

Deferred to Summer 2017 in Toronto ON

Deferral carried Nay: 8, 21

The meeting was called to order by Bob Heller, on Thursday, March 9, 2017 at 9:00 a.m.

Present: Same as Wednesday, March 8

Also Present: Same as Wednesday, March 8 with the additions of Bart Bramley, Jeff Edelstein and Len Fetting.

APPEALS & CHARGES COMMITTEE

Heth (C)

Carman, Harlan, Hennings, Stephani, Vilhauer

Staff: Dunn

As reported by Committee Chair

Item 171-02: Anti-Cheating Commission

the Anti-Cheating Commission be, and hereby is, approved as a non-Board committee and that the following be added to Codification Ch. IV.D. Section 5 – Other ACBL Bodies:

5.11 Anti-Cheating Commission

The Anti-Cheating Commission shall address the issue of collusive cheating and/or other serious ethical violations as follows:

- 5.11.1 The purpose of the Anti-Cheating Commission shall be to deter, detect and prosecute collusive cheating or other serious ethical violations.
- 5.11.2 The ACBL National Recorder may submit evidence or player memos to the Anti-Cheating Commission for evaluation or recommendation. The National Recorder will regularly provide any relevant player memos regarding ethical violations or other serious ethical violations or other evidence to the Anti-Cheating Commission. The Anti-Cheating Commission may utilize additional experts as needed. The committee shall provide a copy of any evidence that it develops (or receives from experts) to the ACBL National Recorder.
- 5.11.3 The Anti-Cheating Commission is charged with evaluating player memos and any other relevant evidence of unethical conduct in conjunction with the Office of National Recorder. As needed, the committee may investigate, utilizing any tools it has available, with or without the National Recorder, any situation where collusive cheating or other serious ethical violation is suspected. Among other things, the committee is tasked with developing investigatory protocols and statistical models to examine past practices that may uncover illegal methods of partnership communication.
- 5.11.4 The Anti-Cheating Commission may investigate any situation where collusive cheating or other serious ethical violation is or may be reasonably suspected. The investigative team assembled by the Anti-Cheating Commission may engage experts in any field to assist the investigation. The committee must notify the ACBL National Recorder in writing prior to any commencing any formal investigation. Any expenditure must be approved by the ACBL National Recorder.

- 5.11.5 All Anti-Cheating Commission opinions will be provided to the ACBL National Recorder in writing. Based upon its recommendation, the National Recorder (or a designee) may take a complaint to ACBL management alleging collusive cheating or other serious ethical violations against any one or more ACBL members (or non-member participating in an ACBL sanctioned event). Decisions regarding filing formal complaints against specific players shall be at the sole discretion of the ACBL.
- 5.11.6 The Anti-Cheating Commission shall consist of at least five (5) members but no more than nine (9) members. All members will be appointed by the ACBL Chief Executive Officer ("CEO") in consultation with the then Anti-Cheating Commission chairman. They should be bridge players of the highest caliber with a long history of success in NABC+ events who are above ethical reproach. At least two of the members must be located outside North America. The National Recorder shall be an *ex officio* non-voting member of the committee and shall not be counted in assessing the five (5)-member requirement.
- 5.11.7 Each member shall serve in staggered three-year terms, except that during the first year of appointments the ACBL CEO may assign members to a term of fewer than three (3) to allow for such staggered terms.
- 5.11.8 The activities of the Anti-Cheating Commission are highly confidential. Accordingly, each member must sign a non-disclosure agreement with the ACBL prior to beginning service on the committee.
- 5.11.9 The Anti-Cheating Commission shall elect a chairman from among its members by a simple majority vote. The chairman may not serve more than three (3) consecutive one- year terms.
- 5.11.10 Anti-Cheating Commission members will be appointed and confirmed at the Spring NABC. Their term of office will begin one day following the end of the Spring NABC and will expire on the day following the appropriate subsequent Spring NABC.
- 5.11.11 Members of the Anti-Cheating Commission may be removed without cause by the ACBL CEO. In addition, the ACBL CEO and the Anti-Cheating Commission chairperson may call a meeting of the Anti-Cheating Commission and, by majority vote, remove a member of the committee.
- 5.11.12 If a member of the committee is unable to serve his or her entire term for any reason, the vacancy created will be filled by the ACBL CEO. The newly appointed member will serve the remainder of the unexpired term.
- 5.11.13 The members of the Anti-Cheating Commission will be compensated in the value of a two-session entry into a NABC+ event for each day the committee meets at a NABC.

Deferred to Fall 2017 San Diego, CA
 Deferral carried unanimously

Item 171-51: ACBL Disciplinary Committee Appointment

Lisa Berkowitz, Michael Huston, Nagy Kamel and Tom Peters are appointed for three-year term from the end of the Spring 2017 NABC through end of the Spring 2020 NABC.

Effective Spring 2017 NABC
Carried unanimously

Item 171-46: Election of ACBL Treasurer

Claire Jones is elected as ACBL Treasurer for a one-year term May 1, 2017 through April 30, 2018.

Effective May 1, 2017
Carried unanimously

Item 171-47: Election 401K Trustee

Paul Cuneo is elected as ACBL 401K Trustee for the remaining term beginning January 1, 2017 through December 31, 2018.

Effective immediate
Carried unanimously

FINANCE COMMITTEE

Monzingo (C), Glasson (VC)

Bagley, Cuneo, Jones C., Muñoz, Norden, Whipple

Staff: Jones, J.

As reported by Committee Chair

Item 171-28: Treasurer Responsibilities

Chapter II – Business Management A. Finance, Section 3 – Management Functions, Section 6 – Financial Statements and Audit, Chapter IV – Board Procedures A. Administration, Section 2 – Officers, Chapter IV - Board Procedures B. Expenses, Section 2 - Board of Directors Expenses Chapter IV – Board Procedures D. Committees, Section 2 – Permanent Committees, Appendix 4A-2 Board Member Welcome Packet of the codification be amended as follows:

Chapter II – Business Management A. Finance, Section 3 – Management Functions

3.2 Management, is authorized to maintain a checking account balance in excess of \$100,000.

Section 6 – Financial Statements and Audit

6.1 The Audit Committee shall cause there to be an audit of all funds, properties, accounts, and

liabilities of the ACBL. Said annual audit report shall be provided to the Board of Directors and the Board of Governors and be made available to the membership for its consideration at the annual membership meeting. Upon the request of any member of the ACBL, for a reasonable fee, the Chief Financial Officer shall furnish said member with a copy of said audited financial statement. A summary of the audited financial statement shall be published in the Bridge Bulletin and posted on the ACBL website.

- 6.3 The Chief Financial Officer shall provide both the Board of Directors and the Board of Governors with a complete financial report of the ACBL.

Chapter IV – Board Procedures A. Administration, Section 2 - Officers

2.4 Treasurer

2.4.2 The treasurer shall fulfill the duties set forth in the ACBL Bylaws.

2.4.2.1 A vacancy in the office of treasurer will be filled by the Board of Directors at its next regularly scheduled meeting.

Chapter IV - Board Procedures B. Expenses, Section 2 - Board of Directors Expenses

- 2.8 The Chief Financial Officer, in consultation with the President and the Treasurer, will adjudicate any disputes to whether travel expenses are eligible for reimbursement.

Chapter IV – Board Procedures D. Committees, Section 2 – Permanent Committees

- 2.4 The effectiveness of committees may be improved if reports to be made to the full board (i.e., CEO, In House Counsel, and CFO) are heard before committee meetings commence, as these reports may impact on discussion.

Appendix 4A-2 Board Member Welcome Packet

Board members will be reimbursed at the applicable United States IRS rate for automobile travel. Tolls and ferries en route and parking at the meeting site for the number of days calculated for per diem reimbursement will also be reimbursed by the ACBL. No meals or rooms en route will be reimbursed. The ACBL will reimburse the cost of automobile mileage or train fare not to exceed the cost of equivalent airfare.

Effective immediately

Carried Nay: 1, 23 Abstain: 18, 25

Item 171-29: Operating Budget

The 2017 operating budget showing revenues over expenses of \$62,479 is received.

Effective Immediately
Carried Nay: 23

The 2017 capital budget of \$339,847 is received.

Effective Immediately
Carried unanimously

Closing Remarks

It was moved by Levy and carried unanimously that the Board expresses its thanks to District 15 and its units, District Director Phyllis Harlan, Tournament Chair Linda Eakes and all the other chairpersons and numerous volunteers. We also wish to thank the Westin Kansas City for its fine cooperation.

The Board adjourned sine die at 2:55 p.m. and went into Executive Session until 5:30 p.m.

Submitted by: George Retek

Motion 171-B1: Proposed Bylaw

ARTICLE III MEMBERSHIP AND FEES

The proposed new fee structure provides a generous three year rate of \$117, that is only \$6 higher (\$2 annually) than the previous three year rate, reflecting the administrative work and expense saving over the annual renewals. We welcome and support this provision, that saves \$30 for our members over a three year period. Naturally it practically forces members to prepay membership fees for three years, should they wish to avail themselves to this saving (\$147-\$117).

It is our contention, that under the circumstances we should consider changing ACBL by-law Article 3.7, that prohibits refunding ACBL dues. We wish to add the following words after the prohibition: "unless the dues had been paid for three years in advance, and the member has deceased. Then a proportionate refund will be available, not to exceed two years fees, upon application. Effective date: April 1 2017."

Discussion:

The proposed fee increase practically forces our membership to prepay the membership dues for three years. It would be entirely unfair to our ethical organization to benefit financially when members pass away shortly after paying long term dues, especially when future services are neither desired, nor provided.

Our membership annual attrition rate due to death is approximately 1%. As a practical matter we do not foresee many refund claims from Estates of the deceased. Nevertheless it would be greatly unfair to deny these requests (if ever made) on procedural grounds.

Improving Stakeholder Representation

March 2017

Definitions

- **Stakeholder** – A member with a financial interest in a business decision.
 - Example: club owner, teacher, professional player
- **Customer** – one who pays for the use of a service or product
 - Example: club player, tournament player

We Assume

- Current ACBL by-laws and governance, including roles
- Current legal/business relationship among ACBL, Districts, Units, Teachers, and Sanction Holders.

Goal

Define an improved process that results in:

- Effective priorities
- Informed Decisions
- Transparent Deliberations
- Responsive Leadership

Sustained **GROWTH** because we work **TOGETHER**

BoG Teachers & Sanction Holders Committee

Name	e-mail	BoG	Role
Jeff Bayone	honorsbridges@gmail.com	Yes	Teacher & Sanction Holder Owner Honors Bridge Club NYC
Judy Elbogen	judvbj@cox.net	No	Teacher & Sanction Holder D22 – Los Angeles
Kamel Fergan	kfergan@lemirzpe.biz	No	Teacher & Sanction Holder Teacher Montreal, Canada
Steve Gaynor	mrsturk@comcast.net	Yes	Teacher & Director D14. 1 st Alternate BoD.
Barbara Hejle	bhejero@gmail.com	Yes	Teacher District 7 ; Education Foundation
Sam Marks	sam@sammarksbridge.com	No	Sanction Holder District 7 Bridge Club of Atlanta Representative to Club Owner's Task Force
Joyce Penn	jepenn@gmail.com	Yes	Teacher & Sanction Holder District 11, Columbus OH
Steve Moese	mosefamily@aol.com	Yes	Committee Chair, District 11 West Chester Oh

We Represent Teachers and Sanction Holders in BoG and Joint Deliberations

Actions

- We have a 2 Year Horizon.
- Standing Phone Conference 4th Tuesday every month (8 PM EST)
- Engaged (Kevin Lane D23 BoD) Club Owner Task Force (Sam Marks)
- Stakeholder Communication Process:
 - Letter of introduction (R. Popper) – Mar/Apr
 - Engagement Letter (Committee) – Mar/Apr
 - Bulletin and ABTA Magazine Articles (Committee & Mgmt) - Apr/May
 - Periodic Surveys (Teachers & Sanction Holders) – Wave I Apr/May
 - ACBL Survey Monkey
 - 1000 Sample Size – Help Us Promote participation!!!
 - Governance Ombudsman Role
 - (ACBL Club & Membership Services handles day to day operations issues)
 - Reports to BoG Chair who can share with Management and BoD.
 - Technology (Blog) to be defined.
- Survey Results to identify Stakeholder Priorities
- Ombudsman process to engage stakeholders early in governance deliberations.