

**Subject: Meeting Summary – Board of Governors, Philadelphia March 11, 2018**

**D11 Attendees:** Joyce Penn, Cheryl Schneider, Steve Moese, Judy Auer, AJ Stephani.

All BOG meeting documents are 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](http://www.district11bridge.com/ACBL_board_reports.html) See the video of the meeting at: <https://www.youtube.com/watch?v=TLES5pM3dXY> (poor quality)

The BoG approved both the San Diego and the Toronto Minutes.

**Litigation Report:** <https://s3.amazonaws.com/cdn.acbl.org/wp-content/uploads/2017/06/09153242/Philadelphia-Litigation-Report.pdf> Linda Dunn reviewed the status of three lawsuits faced by the ACBL. Net no progress to report. Please see details in the link.

**President Report:** Jay Whipple thanked the Board of Governors and Richard Popper, Chair, for their work.

**CEO REPORT:** Bahar Gidwani gave a brief review of his CEO Report (Please see the report for details):  
 Priority: Grow Membership And... Help Clubs; Help tournaments; Improve internal operations; Strengthen our organization; Support the Board.  
 Grow Membership: Temporary membership; Improving teaching; Testing online marketing; Growing Collegiate bridge; Expanding our presence in Mexico.  
 TAP focus is now “how to play bridge” rather than “how to teach bridge.” Building resource store for teachers. Building TAP and student test rooms.

# Teaching Improvements—New TAP

TEACHER GOAL & STATUS		ACBL OFFERINGS					
		Basic Bridge Knowledge Prerequisite (online test)	Teacher Training Options		Best Practices Proficiency Assessment (15 minutes)	Proficiency Coach Prep (1 half-day)	Workshop Leader Prep (1 half-day)
Goal	Already TAP Accredited?		Bridge Teaching Dynamics Workshop (3 half-days)	Bridge Teaching Dynamics Mini-Workshop (1 half-day)			
Best Practices Certified Teacher	no	Required	Required	N/A	Required	N/A	N/A
	yes	Not Required	Teacher Choice		Required	N/A	N/A
Proficiency Coach (may assess & certify teacher proficiency)	no	Required	Required	N/A	Required	Required	Optional
	yes	Not Required	Required	N/A	Required	Required	Optional
Workshop Leader (may teach teachers)	no	Required	Required	N/A	Required	Optional	Required
	yes	Not Required	Required	N/A	Required	Optional	Required

On-line Marketing Tests: Which words generate impressions? Which words prompt interest in our ads? Which ad themes bring the most visitors to our site? Which ad themes result in more time on our site or requests for information? See Report for details.

College Programs: 35 college clubs and teams formed. Up from 15 colleges last year. 280 students in BBO practice rooms. Expect 12+ teams to compete in Atlanta. 10 paid trips: ACBL = 8; Ed. Fnd. = 2.

**Member Growth Outlook** is tenuous.

- Existing member fall off continues. 12.5K lost in 2017 vs 11K new.
- 7K/yr lapsed recovery can't continue forever. LM change added only 0.4K.
- Leads from temporary and advertising have to be sent to teachers and clubs.
- **Can't recruit from HQ.**
- **Must simultaneously upgrade club environment and teaching quality.**

**Helping CLUBS:** Tested two new tournaments-at-clubs ideas: REACH2 and Big Heart Charity. Working on new co-op ad program. Trying to expand adult-learning programs. After-hours help desk is working well. Conversion to Canadian \$ is complete. Made progress on certifying ACBLscore replacements.

REACH: 2 experiments so far.

- REACH2 ran six days across 547 clubs. 3,294 players participated. \$30 fee raised \$99K. Of this, \$21K went to Districts and \$78K (less 4% for admin) to NBOs. 35% of Clubs reported increased play.
  - Less increase than with first REACH.
  - 37% of first REACH players registered for second REACH—some saturation?
  - 52% felt they got a fair chance to earn points, but 38% didn't.
  - Little effect on other tournaments.
  - Only 9% of REACH players said they were less likely to play in a future regional.
  - Only 14% of those who played at Hilton Head might have preferred REACH
- Big Heart ran one day across 144 clubs. 6,864 players participated in Big Heart clubs. At least 100 other clubs played under regular Charity rules. \$10 fee raised \$1,440 for Charity Fdn.

## Big Heart Had a Positive Effect

Year	Sanction	Clubs	Tables
2012	Wednesday Evening	124	897.0
2013	Tuesday Evening	116	814.5
2014	Tuesday Afternoon	126	1,310.0
2015	Thursday Morning	61	599.5
2016	Thursday Morning	88	786.5
2017	Thursday Morning	81	810.0
<b>2018</b>	<b>Wednesday Afternoon</b>	<b>144*</b>	<b>1,723.5</b>

\* Only Big Heart clubs—others played regular Charity Game.

- ♣ ~60 clubs will report at month-end.
- ♣ Expect total tables >2,200, ~70% above the top number from the past six years.
- ♣ Total raised for charity ~\$17.5K, up from \$11K in 2017.

Importantly ACBL has seen the value of REACH and is building the capability to run REACH themselves instead of going through the Common Game. Hope to have ACBL system by August 2018. Will run simpler games until then. More Big Heart-type games to boost selected club special games. Limited (single time zone) REACH-style events to try to boost evening and weekend games. (Jay Whipple admitted that the Common Game staff worked 18 days 24x7 without compensation to make the national reach event work. He says TCG will NOT host another REACH event of that scale).

Staff plans to start proposing **new programs to help clubs**. Goal is to encourage positive behavior through training and incentives. Improved co-op ad programs. Support for adult learning programs. Club director training. Encourage ZT, 0-99 games, teaching, mentoring, and partnership.

Help Tournaments: Launched PurplePass credit card system (Was working well at the Philly NABC). Working on online sales. Organized a series of KO tests. Created sample regional schedules. Started reviewing all NABC contracts. Testing tournament table estimator. Certifying new tournament tech. Launching free tournament surveys. Working on NABC sponsors.

Need to Restructure: Tournament table counts continue to drop. Last 6 months down 6% vs same months in previous year. HQ-led improvements can only slow down the decline. Need to restructure. Suggested several methods for driving a restructure. Need permission to move forward with a mix of plans.

Improve internal operations: Finished Phase I of migration to new Customer Relationship Management and General Ledger systems. Converted to new payroll system. Set probation and termination policies. Strengthened network security. Should soon get PCI certification. Started ergonomic study for HQ staff. Reduced size of NABC Daily Bulletin. Updated COI & Whistleblower policies. Customer Relationship Management System (CRM) should improve: Email marketing campaigns. Tracking of member and prospect activity on our web site. Depth and quality of reporting. General Ledger (G/L) should help: Support more electronic funds transfer (fewer paper checks and statements). Improve budgeting and forecasting.

Only a Few More Projects: Must finish CRM and G/L upgrade (this year) and retire AS400 system. Need to revamp/upgrade web site. Improve look and feel. Strengthen search. Orient towards selling membership and products. Provide better performance feedback to HQ and Field staff.

Strengthen Our Organization: Extended Pianola marketing contract. Supported creation of new WBF ZA. Closed \$50K NBO funding gap. Completed revision of LM rules. Supported volunteer training webinar. Hired PR person, developer, controller. Supported Anti-Cheating Committee.

Pianola Service: Service extended but price will rise. 1¢ now per email from 0.5¢. HQ will continue to pay for District and Unit use through end of July. Will shift to a mix of systems. HQ can use CRM and pay 0.7¢. HQ can run some District and Unit emails through CRM at this price. Districts and Units can use Pianola directly or switch to other systems.

Support the Board: Processed second set of Big Ideas. Rolled out paperless meeting test. Delivered Discussion items on: Tournament reorganization. Simplify Masterpoints. Strength-based ratings. Zero tolerance policy. District Financial Reporting template. TD pricing. Unit Recorders. Contributed to ByLawsrevision.

# Big Ideas Showed Different Views

Ranks from the Board Were Different Than Those from Other Parts of Bridge					
(Relative preferences have been converted into an absolute rank order)					
	Club Support Improvement	Online Long-Term Strategy	Patron Plan Improvement	School Bridge	Volunteer Support
Strategy Committee	3	1	5	4	2
Board of Governors	1	3	5	2	4
ACBL Members	1	3	5	2	4

♥ Strategy Committee focused on online strategy. BoG and Members are interested in Club Support and School Bridge.

- ♣ Staff will work on all three issues.
- ♣ Delivered online strategy proposal.
- ♣ Working on club and school plans.

Communication: Must continue to work on improving communication between HQ, the Board, the BoG and rest of bridge. HQ has encouraged questions about its plans. But, new programs can be confusing to the field. We need support from the Board and BoG. Please continue to help us clarify our messages and give us feedback.

Key Actions for Atlanta: Board Committees offer revised versions of Staff plans. Board approves several major new initiatives. After a year of trying to spark innovation, we decide if we are making progress or should change course.

See: <https://s3.amazonaws.com/cdn.acbl.org/wp-content/uploads/2017/06/09153205/Philadelphia-CEO-Report.pdf>

**Treasurer Report:** <https://s3.amazonaws.com/cdn.acbl.org/wp-content/uploads/2017/06/09170011/BOG-Financial-Update-Philadelphia-2018.pdf>

**Financial Data:** <https://s3.amazonaws.com/cdn.acbl.org/wp-content/uploads/2017/06/09170036/BOG-Meeting-Financials-Philadelphia-2018.pdf>

The final 2017 report showed a positive of \$706K per year above the projected 2017 budget driven by \$285K increased revenue and \$421K reduced costs. Adding the cost of a retiree medical plan (\$160K) means 2017 saw a surplus of gain over cost of \$608K .

On the revenue side, membership is down \$181K. TD fees are up \$47K. Other revenue (foreign exchange and gain on investments) is up \$88K. NABC up \$156K. tournament fees up \$168 K. Club sanction fees up \$63K (Tables up 4%).

On the Expense side, Meeting services (NABC) up \$275K. Executive up \$220 (overlapping CEOs). Marketing down \$383K. Information technology down \$129K.

Capital expenses (\$463K) exceeded approved budget (\$340K) as the AS400 system replacement costs ramp up.

Balance Sheet changes include \$2.5MM increase in investments (to \$7MM) and a \$1MM increase in deferred membership revenue (to \$6MM).

**2018 Budget projects Total Revenue Down \$11K vs 2017 and a net Loss of \$471K.** Increased membership projections offset lower income from NABC tables and lower TD Fees from fewer regional sessions. ACBL will continue to invest in Improving & increasing TD training, add club support, continue IT initiatives, and Increase marketing. There are no ACBL fee increases planned for 2018.

Projections:

# Projected Future Results

in 000s

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues & Gains	\$ 17,354	\$ 18,258	\$ 18,140	\$ 18,684	\$ 19,345
Operating Expenses	11,081	11,343	11,921	12,032	12,273
G&A Expenses	5,688	6,146	6,690	6,671	6,804
Total Expenses	16,769	17,489	18,611	18,703	19,077
Net	\$ 586	\$ 769	\$ (471)	\$ (19)	\$ 268



BoD Motions: <http://web2.acbl.org/documentLibrary/about/PhillyMotions.pdf>

BoG Report on Actions Taken By BoD:

**BoD Meeting Minutes:**

<http://www.acbl.org/about-acbl/administration/board-of-directors/meeting-motions-and-minutes/>

As always there are more topics to report than space to report them. Let me call out these three:

- 1) New ACBL Convention Charts – expect to hear about these soon. They go into effect everywhere Nov 22, 2018 with the Honolulu NABC.
- 2) Limited NAP / GNT – the BoD relaxed constraints on sanction holders for STaCs so that limited game owners can run open games. See the motion for details.
- 3) Changes to the Spring NABC schedule were approved. NAP B&C will move back to the final Sat and Sunday. There is a schedule shift for NABC pairs events around the first weekend that eliminates a gap for “non-senior” players. A new yet to be named NABC 4-session pair event has been added.

Two topics were not discussed or presented to the BoG by the Chair (see ??). Also, some motions might not appear on the original Board of Directors Journal (agenda) but are discussed at the meeting. Here are some of the interesting top-lines:

<b>Motion</b>	<b>Topic</b>	<b>Result</b>
181-11	Revised ACBL Convention Charts (173-20) Effective November 22, 2018.	Carried
181-12	Gold Points Awarded in NLM Regionals	Carried
181-13	Masterpoint Awards at Sectionals when Concurrent NLM Regionals are held.	Carried
181-14	Increase Awards NAP / GNT	Carried
181-15	Regional at Sea	Carried
181-16	Loaned Regionals	Carried
181-17	Allocation of Regionals. Deferred to Atlanta 2018	Deferred
181-18	Limited NAP / GNT	Failed
181-20	Limited and Invitational games at STaCs <i>District can flex start times +/- 1 hour. Clubs must use hand records (ie one set of boards across District) for overall Pool MP awards. OALL awards will be matchpointed across the entire field. No hand records, 65% awards not 80% and ineligible for OALL awards. Hand records not required for Swiss Teams.</i>	Carried
<b>By Laws</b>		
181-25	ACBL Bylaws Amended as per attachment. <i>Term Limits to be voted in Atlanta.</i>	Carried
181-26	Binding Arbitration. Technical changes	Carried
181-27	Updated Whistleblower Policy	??
181-28	Updated Conflict of Interest Policy. <i>Brings ACBL current to NY Non Profit Law. 2<sup>nd</sup> reading in Atlanta.</i>	Carried
<b>Governance / Board Operations</b>		
181-40	Board of Directors Reimbursement	Failed
181-41	Transfer Unit	Carried
181-42	Executive Committee (Update)	??
<b>NABC Review</b>		
181-51	Adjustments to the Spring NABC Schedule. <i>Lebhar Imp Pairs moved from Fri-Sat to Sat Sun. Silver Ribbon moves to Fri Sat. Eliminates gap in NABC events for non seniors. NAP Flts B&amp;C move from 1<sup>st</sup> Sun/Mon to final Sat Sun.</i>	Carried
181-52 (118-52)	NABC Start Times (change 7:30 PM to 7 PM Start time).	Failed
181-53	Adjustment to Spring NABC Schedule – Flight B&C NAP moved back to final Saturday and Sunday from current first Sunday and Monday.	Carried

Appointments		
181-61	Claire Jones elected as ACBL Treasurer for 1-year term May 1 2018-April 30 2019	Carried
181-62	Hall of Fame Committee Appointed: Karen McCallum, Kerri Sanborn, and David Berkowitz.	Carried
181-63	Competitions and Conventions Committee Appointment Will Ehlers and Jeff Goldsmith are appointed for one eyar term ending spring NABC 20198. Tom Carmichael, Doug Doub and Jeff Ford are appointed for a 3 year term ending Spring NABC 2021	Carried
181-64	Ethical Oversight Committee Appointment – Peter Boyd, Bart Bramley, Lesley Davis, and Karen Walker are appointed for a 3 year term ending spring NABC 2021.	Carried
181-65	ACBL Disciplinary Committee Appointment – Craig Allen, Mitch Dunnitz, Mike Kovacich, and Jeff Miller appointed for a 3-year term ending Spring NABC 2021.	Carried
181-66	ACBL Laws Commission Appointments Lynn Feldman, Matt Koltnow, and Chip Martel are appointed for a 5 year term ending Spring NABC 2023.	Carried

### Old Business

Steve Moese reported on the progress from the Board of Governors Teacher and Club Owner Committee:

1. **Joint active mutual promotions** with key partners – when we contribute we should expect something back that helps us grow members.
2. **Creating resources for teachers**, along with a business model to incentivize contributions and use. Underway.
3. **Using Rubber Bridge to engage new players.** This approach will favor large clubs and Units with central playing sites. The idea is to make playing at the club more attractive than playing at home.

Topics of interest but cost/benefit not well understood:

4. **Connecting teachers to new students.** What’s the need? TBD
5. **Residual fees to teachers and club managers** for new students who become members – needs detailed business model. Revenue sharing is under great discussion and examination. No instant pudding.

ACBL and the BoD have taken positive action on all objective proposals from our committee and we continue to elevate the voice of club managers and teachers in BoG proceedings. Notice how the BoG and ACBL membership have similar priorities on the big ideas.

### BoG Reconsideration Motions -

(Unintelligible motion for reconsideration FAILED).

**BoG New Actions** – Carried motions are placed on the agenda for the Board of Directors action in Atlanta.

Motion	Topic	BoG Result
<a href="#">181-BG01</a>	ACBL Temporary Membership – <i>Expand to 90 days from 30 days. Make first Year membership \$32.99 for 1<sup>st</sup> Year (or \$25 more past temporary fee of \$7.99) Establish a new member packet that each Unit/District can customize for their new members.</i> Bahar: Mgmt aligned on 1 and 3. Want auto renew for same price we start with. (Avoids second input for credit card info).	Carried
<a href="#">181-BG02</a>	Flight A/X Pair Events At NABC	Carried
<a href="#">181-BG03</a>	Conditions of Contests – <i>ACBL Mgmt not allowed to change CoC without BoD approval.</i>	Failed
<a href="#">181-BG04</a>	ACBL Tournament Directors – <i>TD may not work on ACBL business while working tournaments</i>	Failed
<a href="#">181-BG05</a>	Limited-Substitution-at-NAP-National-Final-Stage ( <i>not correctly posted to BoGDocs</i> ) <i>Allows substituting for a severely ill partner at NAP finals.</i>	Passed

**Floor Motions**

Limit perfume use by players during play. Make Tournaments fragrance free.

Carried

Limit smell of smoke on players during play.

Failed

Linda Trent presented information about the use of the Bridge Winners Board of Governors forum by current Board of Governors users. We have only 63 of 125 BoG members enrolled. She thanked the BW staff for helping her with a myriad of technical problem solving.

All New Members who achieved the rank requirements were awarded Life Master Rank.

Submitted Respectfully for the D11 Representatives,  
Steve Moese, Board of Governors, 2<sup>nd</sup> Alternate  
K082411