

ACBL MANAGEMENT REPORT

Spring 2019 – Memphis, TN

Club & Membership Services

Membership

ACBL membership stands at 164,514 members as of March 1, 2019. While this reflects a 1.1% decrease from March 2018, the first two months of 2019 has reflected a net increase of 29 members. More details available in the [Membership Statistics Report](#).

Membership Auto-Renewal and Billing

The membership automatic renewal program launched on Tuesday, Feb. 12. Since then, over 1,600 members (about 23%) of those renewing online have opted to enroll in the program. We expect this number to grow as we continue to promote the advantages of auto-renewal in our usual email renewal notices. Hardcopy statements and payments by check have decreased by 44% since last July when we started sending the notices by email a month in advance.

Clubs

The 2018 club table count is 3,070,298 of which 1,027,545 came from online games. Face-to-face games reflect a slight decrease of 1.66%. Online tables reflect a decrease of almost 5%. Check the [Club Tables Report](#) for more information.

Special Events and ACBL-wide Games

The ACBL-wide games table count increased by 84% in 2018—compared to the previous year—reaching over 20,000 tables. This strong growth is a result of a calendar with more events and stronger promotion among members (when excluding new events, we had organic growth of 37%). The [2018 Special Events Report](#) provides more details.

All clubs were notified and provided with the revised 2019 schedule of ACBL-wide events. Events previously scheduled as “daytime” were changed to a specific game session, due to concerns about clubs posting the hands records before games were completed.

Finance

For 2018, the change in net assets from operations was a loss of \$687K, \$216K lower than the budgeted loss of \$471K. The main contributor to the lower than budgeted results was the \$772,030K loss from the Fall NABC held in Honolulu. Low attendance resulted lower tournament fees and the contracted room block obligation was not met. Room block attrition totaled \$479,109K and further contracted concessions were also lost. Non-operating gains and losses combined to increase the total 2018 loss to \$1,935,752. The year-end actuarial review of the Retiree Post-Retirement Insurance Plan reduced the future anticipated liability from \$1,594,305 to \$1,291,724. This \$302,581 difference is a gain to net assets. The market value of the investment portfolio decreased resulting in a loss of \$232,636, two legal settlements were also negotiated resulting in a loss of \$991,787, and the failed CRM software implementation project was written-off at a loss of \$326,753.

Capital expenditures for 2018 totaled \$555,886, an increase of \$92,637 from the \$463,249 spent in 2017. ACBL's net operating cash decreased by \$650,758, ending the year at \$1,730,847. Investment reserves ended the year slightly lower at \$7,062,355.

The February 2019 financial result have been finalized and shared with the Finance Committee. The year-to-date change in Net Assets from Operations was \$325,020, \$130,117 better than the \$194,903 budgeted increase.

Management presented a budget in Honolulu with a positive net change of \$253,542. We are now proposing a revised budget in Memphis with an increase in net assets of \$620,562. The increase is from the new NABC entry fees passed in Honolulu and additional cost savings.

The field work for the 2018 audit is complete and the report will soon be completed and presented to the Audit Committee in Memphis. The 2018 audits of the ACBL Charity Foundation and the ACBL Educational Foundation have been completed as well.

Human Resources

Staffing

HEADCOUNT

Headquarters – 56 full time; 1 part time

Field – 39 full time, 117 part time

NEW HIRE

Jamie Free has been hired as Meeting Services Coordinator and will start March 18, 2019. Jamie has more than 20 years of administrative and accounting experience. Jamie will work closely with Accounting as a primary job duty will be to reconcile all departmental invoices, including NABC hotel bills.

OPEN POSITION

Director of Finance

2019 Benefits Enrollment

We have retained United Healthcare for medical insurance and Unum for dental, vision, and life insurance. We offer coverage for employee, employee + spouse/domestic partner, employee + child(ren), and family.

2019 enrollment numbers:

Medical: 85 employees/132 covered lives enrolled

Dental: 67 employees/92 covered lives enrolled

Vision: 67 employees/119 covered lives enrolled

Building Efficiency

We continue to see positive results from the LED lighting change, HVAC optimization, and building envelope upgrade completed in 2018. Our Entergy bill shows an average reduction of 45% in our monthly kilowatt usage. Additionally, we have reduced our monthly bill, year over year, by 49%.

It was projected that the \$105,871 cost of this work will provide an annual savings of \$32,604, with a simple payback in 3.25 years. We are on track to realize these savings.

Meeting Services

During the fourth quarter of 2018, ACBL management reviewed all of its current hotel contracts through 2025 and summarized the major business terms of each. In particular, a review of all of the room commitments was completed with attention to deadlines for the ACBL's discretionary renegotiation of those commitments. This has provided management a window of opportunity to impact future room commitments to reduce (although not entirely eliminate) attrition risk. Developing in-house analyses to understand the seasonal patterns of hotel room usage at NABCs has also been a focus. Management is in negotiations with two companies who propose to assist us with (i) negotiations of future hotel contracts, including access to their deeper analytics to better manage the process (e.g., choice of city, room rate, concessions, among other things) and (ii) assuming greater responsibility for booking/processing/troubleshooting ACBL members' hotel reservations. We plan to select a new partner by mid-April 2019.

Information Technology

AS/400 Migration

As previously noted, progress on the AS/400 migration is tightly coupled with standing applications in our cloud environment. Progress is as follows:

- **Club Data** – The Cloud is now the master for all club data and apps. Some data is synced back to the AS/400 for auxiliary programs to use. Club inquiry, maintenance, and club directory are now entirely on the web. Club special events and annual regular game sanction renewals are now done entirely on the web. The Live for Clubs project will add detailed club results data and replace the monthly club reports in 2019.
- **Member Data** – Member master data is still on the AS/400 and is synced to the cloud nightly for all web apps to use. Web application member inquiry is now available to employees. Join/Renew memberships processing will be moved off the AS/400 in 2019. We are nearing completion of moving unit and district officer data and related apps off of AS/400. Member Rosters and Privacy Settings/Email Opt-ins are planned for 2019, which will move this data off of the AS/400.
- **Masterpoints Data** – AS/400 is still the master for this data. In Q4 2019, masterpoints for some club games will begin to come from Live for Clubs. In 2020 we will transition all masterpoints data and the monthly masterpoints cycle process to the cloud.
- **Editorial** – We are currently working to move “It's Your Call” data and employee administration off of AS/400.
- **Migration of Web2** – Phase 1: Move the server to AWS to eliminate dependency on HQ. Phase 2: Migrate processes and data. This will enable us to remove more of the AS/400 data.

- **Tournaments Data** – TourneyTRAX is the master for all tournament data. Tournament schedules are synced to the AS/400 for the online partnership desk. Later this year we will replace the online partnership desk. Club STaC registration data remains on AS/400 but will be moved in 2019. Tournament financials will also be removed from the AS/400, early 2nd quarter.

Other Projects

- **Updates to Join/Renew Processes** - We added the ability for them to select “auto-renew” where their membership will automatically be renewed at the end of their membership period with the same options they originally chose. Along with this, we added the ability to Join/Renew as a Household and created the USBF Supporting Member.
- **Data Scrubbing** – Currently club managers can order member rosters, for any and all districts, via email after logging into their MyACBL account. These rosters contain private information including address, phone numbers email address, etc. We are investigating the ramifications of creating these rosters with the private information fields “scrubbed” so that clubs are no longer receiving this sensitive information.
- **TD Assist Program Evaluation** – **We have** continued our efforts to evaluate and test TD assist programs.
- **Recruitment Incentives** – We are in the process of gathering requirements and analysis for recruitment incentives. Proof of concept started in March.
- **Internship Program** – IT has engaged with Arkansas State University to create an intern program to create a rational and logical method of recruiting for IT personnel.

Technical Projects

- **Reporting and Analytics** – As part of IT’s efforts to support the business side of ACBL and grow membership, we are working to implement a BI (business intelligence) tool that will attach to our RDS and Dynamics GP data bases to create desired reporting and analytics and extract valuable information for marketing and member support.
- **Organize Data Center** – This is a basic “best practice” effort to clean up, organize and document components in the physical data center at HQ.
- **Microsoft Software Asset Management** – We are working with Microsoft to ensure we are aligned with our software licenses. This program is provided by Microsoft with these stated goals:
 - **Reduce Risk**
 - Assurance that there won’t be large bills to pay during an audit or review.
 - Avoid financial penalties and legal costs associated with non-compliance.
 - **Cyber Security Assessment**
 - Complimentary cybersecurity health check covering more than 20 security points
 - Pinpoint cybersecurity strengths and weaknesses.

- **Save money**

- Improve purchasing decisions by taking advantage of the innovative ways to license Microsoft products, eliminate waste, and avoid duplicate purchases.
- Recommendations from certified professionals on how to improve your company productivity.

Field/Bridge Administration

Staffing

January 1, 2019 brought significant staffing changes to the leadership team of Field Ops.

- Arleen Harvey, Area Manager for Districts 20, 21, 22, 23 and the US portion of D18 and D19, stepped back from the position to continue as a part-time director. Arleen holds the TD Rank of Associate National. Replacing Arleen is McKenzie Myers who recently moved back to Oregon from Alabama. McKenzie, who holds the TD Rank of Associate National will also manage the D17 directors and tournaments.
- Ken Van Cleve, Area Manager for Districts 5, 6, 11, and 12 stepped back from the position to continue as a full-time director. Ken holds the TD Rank of Associate National. The territory previously managed by Ken has been reassigned to Marilyn Wells (District 6) and Peter Wilke (Districts 5, 11, 12).
- Harry Falk, Area Manager for Districts 7, 9, 10 has announced his intention to step back from the position after the May 2019 Tampa Regional. Harry holds the TD Rank of Associate National. Charlie MacCracken (Area Manager for District 16) will assume responsibility for these districts. Charlie holds the TD Rank of National.

Session Management

On an ongoing basis, Bridge Operations reviews the work requirements for their field staff.

- A review of work availability and distribution is in process. This evaluation was last completed in 2016 and helps identify the number and expertise level staff by district.
- TD session and staffing levels have been under review. New target sessions minimums have been established. Staffing calculations are being updated to take into consideration the time schedule, number of events and mix of teams and pairs. This model will also utilize the attendance data produced by the Tournament Estimators. Implementation has begun for tournaments not already staffed for 1019.
- Monthly reporting of sessions worked and annual projection for both hourly and salaried directors continues in 2019. Data is collected from FinancialTRAX (sessions worked) and TourneyTRAX (sessions scheduled or expected). Tournaments are routinely staffed three to six months in advance. This timing allows for adjustments if required to reach session requirements.

External Support

The Headquarters Bridge Operations team and Field TD teams continue to provide a variety of phone, email, training, and administrative support to clubs and tournament directors. Additional Conditions of Contest have been reviewed and updated.

Recorder

The Office of National Recorder team continues to provide phone and email support to members, unit and district officials involved in the disciplinary process, and the national disciplinary committees. A major focus for 2018 was to provide additional resources for unit and district volunteers that serve as recorder, charging party, disciplinary chair, and appellate chair. These resources have been recently expanded and available at acbl.org/ethics. They include flowcharts, checklists, standardized forms, FAQs, and previously published articles by the National Recorder.

There are numerous ways to originate a Player Memo:

1. Turn it in to a Tournament Director
2. Turn it in to the local Recorder
3. Complete it online at acbl.org/playermemo
4. At NABC's drop it into one of the Player Memo boxes

Regardless of how the Player Memo is originated the process operates as follows:

- A. If initially received by the Office of National Recorder, either physically or online, the Player Memo is forwarded, as appropriate, to the Recorder of the body (Unit, District, National/ACBL) having jurisdiction.
- B. If initially received by the Unit or District Recorder having jurisdiction, that Recorder investigates but forwards a copy of the Player Memo, and if appropriate, the investigation to the Office of National Recorder to store in our database.

Recorder Department Metrics

PLAYER MEMO REPORT AS OF DECEMBER 31, 2018

	2017 Fall NABC San Diego	2018 Spring NABC Philadelphia	2018 Summer NABC Atlanta	2018 FALL NABC Honolulu	2018 Other (Non-NABC)	2018 TOTALS
Total Player Memos Reported	40	41	40	32	212	325
Conduct	17	13	15	14	92	134
Bridge Related	21	17	14	9	37	77
Ethics	0	7	11	10	84	112
Other	1	6	0	2	8	16
Number of Player Memos Handled By:						
Unit Recorder	N/A	N/A	N/A	N/A	55	55
PM resulted in Charges brought by Unit	N/A	N/A	N/A	N/A	3	3
District Recorder	N/A	N/A	N/A	N/A	86	86
PM resulted in Charges brought by District	N/A	N/A	N/A	N/A	3	3
National Recorder	40	41	40	32	53	166
PM resulted in Charges brought by ACBL Mgmt.	0	0	4	0	2	6
PM resulted in Charges brought by DIC	1	1	1	0	0	2
Other (Filed or Club Matter)	N/A	N/A	N/A	N/A	18	18
Player Memo Sent to ACC	6	2	6	2	17	27

Key:

PM = Player Memo

DISCIPLINARY HEARINGS AS OF DECEMBER 31, 2018

	2016	2017	2018
Appeals and Charges Committee	13	8	7
Automatic Review	6	5	2
Automatic Review and Appeal	2	0	0
Appeal	3	2	2
Request for CDR 9.2 Hearing	2	1	0
Negotiated Resolution	0	0	1
Request for Readmission	0	0	1
Violation of Discipline	0	0	1
National Committees	5	10	10
ACBL Disciplinary Committee	1	5	6 ^(a)
Ethical Oversight Committee	3	0	0
ACBL Management	0	4	4
NABC Tournament Conduct Committee	1	1	0
District Appellate Committee	6	0	1
Unit/District Disciplinary Committee	20	11	20
Unit Disciplinary Committee	16	8	14 ^(c)
District Disciplinary Committee	4	2	5
Tournament Disciplinary Committee	0	1	1
NABC Appeals:			
Appeals to Committee of Tournament Directors ^(b)	49	38	TBD

Endnotes:

^(a) Three of the six hearings listed were resolved by Negotiated Resolutions.

^(b) Appeals from Tournament Director table rulings at NABCs only (memorialized in the NABC Casebook)

^(c) Two of the fourteen hearings were appeals of club barrings.

Marketing

New Recruitment Incentives Program

Marketing, IT and Membership Services are collaborating in this project, which aims at not just upgrading our current recruitment incentives, but also to have upgraded systems that will allow more flexibility in our recruitment programs, including special campaigns (think membership drives, like NPR's). The goal is to support better our clubs' and teachers' effort to bring new members in.

Business requirements are ready. A proof of concept and technical specifications are being written at present, so our programmers can start development soon.

Digital Marketing

ACBL is working with RedRover, an award-winning marketing consultant agency from Memphis, to define a digital marketing strategy and improve our in-house capabilities for executing a comprehensive digital campaign for promoting bridge and recruiting new members. The first phase—market and customer research—is at full speed. Recently, over 12,000 members responded to a long survey that will provide ACBL valuable data about its members. Another survey reached over 500 prospects, also evaluating their knowledge about bridge, personal preferences and demographics. We expect to receive a full research report in mid-April, when we will then start delineating a digital marketing plan.

Social Media

Facebook is our primary social media platform utilized to engage our members. As of March 1, the page has 8241 followers, an increase of nearly 4% in the last three months. Content is added regularly and features a variety of topics like winners, historic photographs, famous quotes and bridge articles, like It's Your Call hands (the most popular posts).

We use Twitter as a tool to promote the ACBL and bridge to media outlets and connect members to articles written about the organization. As of March 1, our Twitter account has 2574 followers.

Additionally, we have continued to grow the ACBL's Instagram page, which initially was created to share photos from the NABC tournaments beginning in the Spring of 2017. Regular posts range from submitted photos from clubs, historical event photos, quotes and promotional graphics. As of March 1, the page has 509 followers.

Media Relations

Following the Fall NABC, press releases on NABC and NABC+ events were sent to community newspapers, with two feature stories being picked up from these efforts. The PR team plans to continue this effort after every NABC with the hopes to grow awareness of the game throughout the U.S. and Canada.

Finishing touches are being made on the Press & Media Center on the ACBL website. The site will feature history and information on the ACBL, bridge news clippings, press releases, stock photography, videos and general information on the game. The site is expected to launch by late March.

Media outreach for the Spring tournament is in full swing, with a morning show spot confirmed for the Memphis ABC affiliate on March 18. The event has been submitted to multiple Memphis-area event calendars, and a reporter with Mississippi Public Broadcasting will be interviewing museum guests on March 27 as a part of a feature story on the ACBL Museum.

Corporate Sponsorships

Chicago Trading Company, an options and trading firm, recently signed on as the presenting sponsor of the Collegiate Initiative, a program developed in partnership with the ACBL Educational Foundation that supports college coaches, bridge clubs and teams. By sponsoring the program, CTC hopes to connect with potential recruits. This also provides an added benefit to our junior members, as CTC will be offering internship and employment opportunities.

We have also been working with organizers of the Hainan Bridge Festival – held every September in China – on sponsorship opportunities. The organizers would like to increase the number of competitive players from North America.

Partnership with the Alzheimer's Association

This year, we have refocused our efforts on our relationship with the Alzheimer's Association to encourage greater promotion of the mental health benefits of playing bridge as a preventive tool against Alzheimer's disease and other forms of dementia.

Over the last several months, the Association has developed a plan to connect with researchers with an interest in the benefits of playing bridge, and an email announcing the Spring deadline to submit grant applications was sent to those individual researchers in March. The Association is also investing major funds into the U.S. Pointer Trial, a lifestyle intervention trial to support brain health and prevent cognitive decline. The two-year trial will investigate whether certain lifestyle interventions – including cognitive and social stimulation – can reduce a person’s risk for cognitive decline. The Association’s effort to increase awareness in the research community of its interest in supporting this valuable research will help the ACBL and Association continue to work together toward mutually beneficial goals.

The Longest Day

The ACBL will once again allow clubs to choose their Longest Day during the week of the Summer Solstice, June 16-23, 2019. An internal recruitment campaign will begin in March to encourage clubs to register for this year’s event.

Website

The new NABC website (acbl.org/nabc) is performing well. The site now features both the Memphis NABC and the Las Vegas NABC. The Fall NABC will be featured in early April, once the Memphis event has ended.

Online traffic at acbl.org is stable, at over 400,000 sessions per month. The web team has been working on archiving old content, reducing the number of active webpages by half (we have over 750 pages now). This effort aims at improving the effectiveness of search tools, either external (i.e. Google or Bing Search) and internal (acbl.org/search).

BridgeFeed—ACBL’s online “zine”—has over 35,000 sessions per month, peaking every Tuesday when retro versions of “It’s Your Call” articles are published.

Marketing Solutions, powered by Pianola

As of March 1, 352 unit/district officers and tournament chairs hold Pianola accounts, and year-to-date, about 930,000 messages have been sent via the Pianola tool. Units and districts have their own contact list and are the official “senders” of their own messages. Members can select which units and districts are allowed to send them news and tournament notifications.

To learn more about Pianola and to read the Terms of Service, visit acbl.org/email

E-marketing and Communication

Year to date, the ACBL sent 113 different email campaigns targeting various member segments, totaling approximately 550,000 messages. Email topics include ACBL program promotions, member updates, *Tricks of the Trade* and *The Honor Roll* blog posts, new member series emails, rank change announcements and more. These numbers do not include automated messages, like live.acbl.org results notifications or renewal notices (e-billing).

The “resend to non-openers” function has been added to member-wide email campaigns. This means that if a member does not see an email when it is originally sent, the same email is sent to that member with an alternate subject line four days later. This has led to an additional 18% in the open rate.

Designs for emails continue to be regulated and improved. Adjusted templates include College Bridge Organization emails, NABC promotional emails and member updates. Renewal emails were amended to promote the auto-renew option.

It's Your Call

Each week, historic It's Your Call problems are emailed to subscribers along with non-members who have played on the Just Play Bridge site. Links to the expert panel answers are also provided.

Currently, the emails are sent to about 22,000 bridge players, nearly 4000 of whom self-subscribed. About 34% of recipients open the email each week, and of those, 58% click on the link to expert panel answers. The weekly problems and solutions are also posted on Facebook (see "Social Media") and BridgeFeed.

Hall of Fame Induction Ceremony

The Hall of Fame Induction Ceremony is scheduled for July 18 in Las Vegas. The ceremony will honor Patty Tucker and Michael Seamon as the Blackwood and von Zedtwitz award recipients, respectively. Inductees include Peter Boyd, Bart Bramley, and Judi Radin.

Cooperative Advertising Program

The Cooperative Advertising Program (CAP) will reimburse 50% of the cost of an ad campaign up to a maximum of \$500 per reimbursement. In 2018 we reimbursed a total of \$52,344 to 115 clubs or teachers through CAP with an average reimbursement of \$455 per recipient. This was a 15% reduction in reimbursements from 2017.

Education

Best Practices Program

The new Best Practices Teacher Certification program was rolled out in early 2018. This program replaces the previous Teacher Accreditation Program (TAP) and focuses on training teachers how to teach rather than what to teach.

Optional proficiency assessments are offered after each workshop to allow participants to earn the new Best Practices Teacher Certification. To date 118 teachers have earned the certification.

In addition, five veteran teachers have earned certification as workshop facilitators so far, with a sixth, Patty Tucker, being certified in June at the Flying Pig Regional. Certified Facilitators can lead Best Practices Certification workshops at upcoming NABCs as well as any workshops requested by clubs, units or districts. As of March 1, there are 7 workshops on the calendar for 2019 and we expect more to be added.

School Bridge Program

	2014		2015		2016		2017		2018		2019	
	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall
College	7	6	7	9	3	20	15	29	29	35	37	
High	57	54	51	40	11	29	20	11	14	35	9	
Middle	112	106	102	167	57	68	32	43	33	79	22	
Elementary	78	68	72	89	14	99	66	47	35	49	44	
Total	439		488		537		301		309		112	

Teacher Stipends	2014	2015	2016	2017	2018
US	\$111,231	\$138,900	\$69,750	\$46,686	\$43,950
Canada	\$43,871	\$50,050	\$28,093	\$27,665	\$20,650
Total	\$155,102	\$188,950	\$97,843	\$74,351	\$64,600

The drop in school bridge programs over the past few years is largely due to the reclassification of lessons series. Prior to 2016, stipends were paid to teachers for every eight students they instructed. Under that execution, a class of 24 students would have been counted as three separate classes with three separate stipends. With the policy revision, a class of 24 students is counted as one class, and the teacher receives one stipend.

Year to date, we have sent supplies to support 1300 students taking bridge lessons.

College Programs

The Collegiate Initiative, a joint effort of the ACBL and Educational Foundation, supported more than 30 schools with student bridge clubs or teams during the 2017/2018 academic year. In 2019 we are already working with over 50 schools for 2018/2019 academic year. In addition, through a partnership with Bridge Base Online (BBO), students have access to a free college-only bridge club known as College Bridge Online Club (CBO Club) with daily individual practice tournaments, free robot rental and bi-monthly special tournaments with chances to earn masterpoints and win prizes. With almost 42,000 individual entries since October 2017, these online games have become quite popular.

Members of the CBO Club have the opportunity to win travel packages for their teams to play in the 2019 Collegiate Bridge Bowl through two Special Spring tournaments, each awarding three travel packages for up to six players, or five players and a non-playing coach. In addition, we will be holding a stratified pairs event in April which will award six pair travel packages to play in our first ever Bridge Bowl Stratified Pairs Championship this Summer. We will also award five pair packages for pairs with the highest level of participation in the daily tournaments during a specified period.

Our first team tournament was held on February 17 with a record 31 teams from 20 schools playing. The top three teams, Harvard, the University of Chicago and the University Minnesota, won team travel packages.

Youth NABC in Atlanta

A record 240 kids attended the YNABC in Atlanta, and we expect an even larger crowd this Summer in Las Vegas. Open to players age 19 and under, youth attending the event will have the chance to play two sessions of bridge each of the three days with team and pair events as well as cardroom games for newer players. Participants will receive a T-shirt and book bag and be treated to a hot lunch each day. In addition, youth and their families will be invited to attend the awards ceremony on the last day.

Lifelong Learning

So far in 2019 more than 400 students have taken bridge lessons through 24 programs at 17 college or university lifelong learning programs. This is a 15% increase over the number of students in through the same period in 2018 and around the same the number of participating schools.

ACBL supports the Osher Lifelong Learning Institute (OLLI) programs at colleges and universities all over the country and is now an officially recognized OLLI curriculum resource.

Learn Bridge in a Day?® & Notrump in a Day

The ACBL hosts a *Learn Bridge in A Day? (LBIAD)* seminar and corresponding teacher training course at each NABC. In addition to LBIAD, we will offer Patty Tucker's *Notrump in A Day* at the Memphis NABC and a new Takeout and Negative Doubles In A Day course in Las Vegas and San Francisco. This has helped to expand our educational offerings for the crucial audience of Intermediate/Newcomer players.